LFA
LEGISLATIVE FISCAL ANALYST

IN-DEPTH BUDGET REVIEW: DEPARTMENT OF WORKFORCE SERVICES

DECEMBER 15, 2009

EXECUTIVE SUMMARY

The Office of the Legislative Fiscal Analyst (LFA) is authorized by UCA 36-12-13 to perform an in-depth budget review of a state agency or a statewide budgetary issue. For the 2009 Interim, the Executive Appropriations Committee assigned the LFA to review the budget of the Department of Workforce Services (DWS). This document fulfills said requirements by examining the DWS budget and making recommendations.

DWS was created in 1997 by consolidating programs from multiple state agencies into one agency. Services include job placement, job training, unemployment insurance, labor market information, the Temporary Assistance for Needy Families (TANF) program, food stamps, and child care. The total FY 2010 DWS appropriated budget is $830,785,600, of which 8.4 percent is General Fund. The remainder is federal funds (55.8 percent), Unemployment Compensation Trust Fund (31.9 percent), and miscellaneous other sources (3.9 percent).

This study provides detailed information on the DWS budget, but also focuses on DWS statutory duties and how the department is meeting them. The study provides performance measures used by DWS at the appropriation unit level to gauge the agency's effectiveness at meeting its state and federal requirements.

The report makes the following recommendations:

1. Reassert the Legislature's legal and constitutional budget authority by appropriating DWS' budget in separate line items beginning in FY 2011, and/or require DWS to report to the Legislature on funding reallocations between programs in their line items prior to making such reallocations.
2. Require the department to further consolidate its facilities.
3. Consider transferring the General Assistance program from DWS to the Utah State Office of Rehabilitation during the 2010 General Session. Further, since the FY 2011 base budget includes reduced funding for GA, make the program a revolving program, with payments to qualified individuals being repaid by federal Supplemental Security Income payments. Setting up the revolving program would require a one-time appropriation.
4. Establish a more formal mechanism for communication and coordination between the veterans' employment and training function in the Department of Workforce Services and the benefits outreach function in the Department of Veterans' Affairs in order to maximize benefits and services being provided to veterans through current state and federal funding.

5. Change statute to require the depositing of all unused funds at year end associated with the Medicaid program in the Department of Workforce Services into the Medicaid General Fund Restricted Account.
6. Further study the consolidation of the Medicaid program for the agencies involved (Health, Workforce Services, and Human Services).
7. Ensure that DWS is in full compliance with statute regarding the Displaced Homemaker Fee, giving particular attention to accountability for all fee revenues, program evaluation and annual submission of "a written report of that evaluation to the Legislature" (UCA 35A-3-114(3)(e)).

Current flexibility has allowed DWS to change its budget reporting structure nearly every year. In fact, just prior to this report's publication, DWS conducted a new review of its internal reporting spreadsheets and determined that certain numbers and categories should be changed. Line item totals (DWS currently has only one line item) did not change. This report provides the DWS revised numbers and their differences in the appendix, but continues to use original DWS budget numbers following the budget structure reported to the Legislature last year. Recommendation #1 attempts to provide more oversight, accountability, and regular accounting of DWS expenditures to avoid such confusion in the future.

INTRODUCTION

Each year during the Interim months, the Office of the Legislative Fiscal Analyst (LFA) performs an in-depth review of an agency budget or a statewide budgetary issue.

This report is consistent with the provisions found in Utah Code Annotated 36-12-13, *Office of Legislative Fiscal Analyst established – Powers, functions, and duties – Qualifications*. As stated in this section of the law:

> The powers, functions, and duties of the Office of Legislative Fiscal Analyst under the supervision of the fiscal analyst are…
>
> (k) to conduct organizational and management improvement studies;
> (l) to prepare and deliver upon request of any interim committee or the Legislative Management Committee, reports on the finances of the state and on anticipated or proposed requests for appropriations…

In response to a request from the Executive Appropriations Committee, the LFA produced this report regarding the Department of Workforce Services, accompanied by recommendations for further review and action.

DWS OVERVIEW

Created in 1997, the Department of Workforce Services (DWS) integrated employment related assistance programs for the state. Before the creation of DWS, these services were spread among several state agencies. The department currently administers the state's programs for:

- job placement;
- job training;
- unemployment insurance;
- labor market information;
- Temporary Assistance to Needy Families (TANF) Program;
- food stamps (now called the Supplemental Nutrition Assistance Program or SNAP);
- child care;
- General Assistance; and
- Medicaid eligibility
- veterans' employment and training services

DWS states its mission is to "Strengthen Utah's economy by supporting the economic stability and quality of our workforce."

The department started with 106 locations. After integrating services, it now has 49 locations, including 34 one-stop employment centers throughout the state. DWS currently has 2,062 full-time equivalent (FTE) positions. The total FY 2010 appropriated Department of Workforce Services budget

is $830,785,600. Of that FY 2010 appropriated budget, 8.4 percent is state General Fund. Federal funds make up 55.8 percent and the Unemployment Compensation Trust fund makes up 31.9 percent. The remaining funding consists of transfers, dedicated credit revenues, and a Special Administrative Expense restricted fund. For DWS, the state is divided into five service regions and eight planning districts. Title 35A, Utah Code Annotated, creates the Department of Workforce Services, regional workforce service areas, and employment and apprenticeship programs.

A brief synopsis of the DWS organizational history is shown in Figure 1:

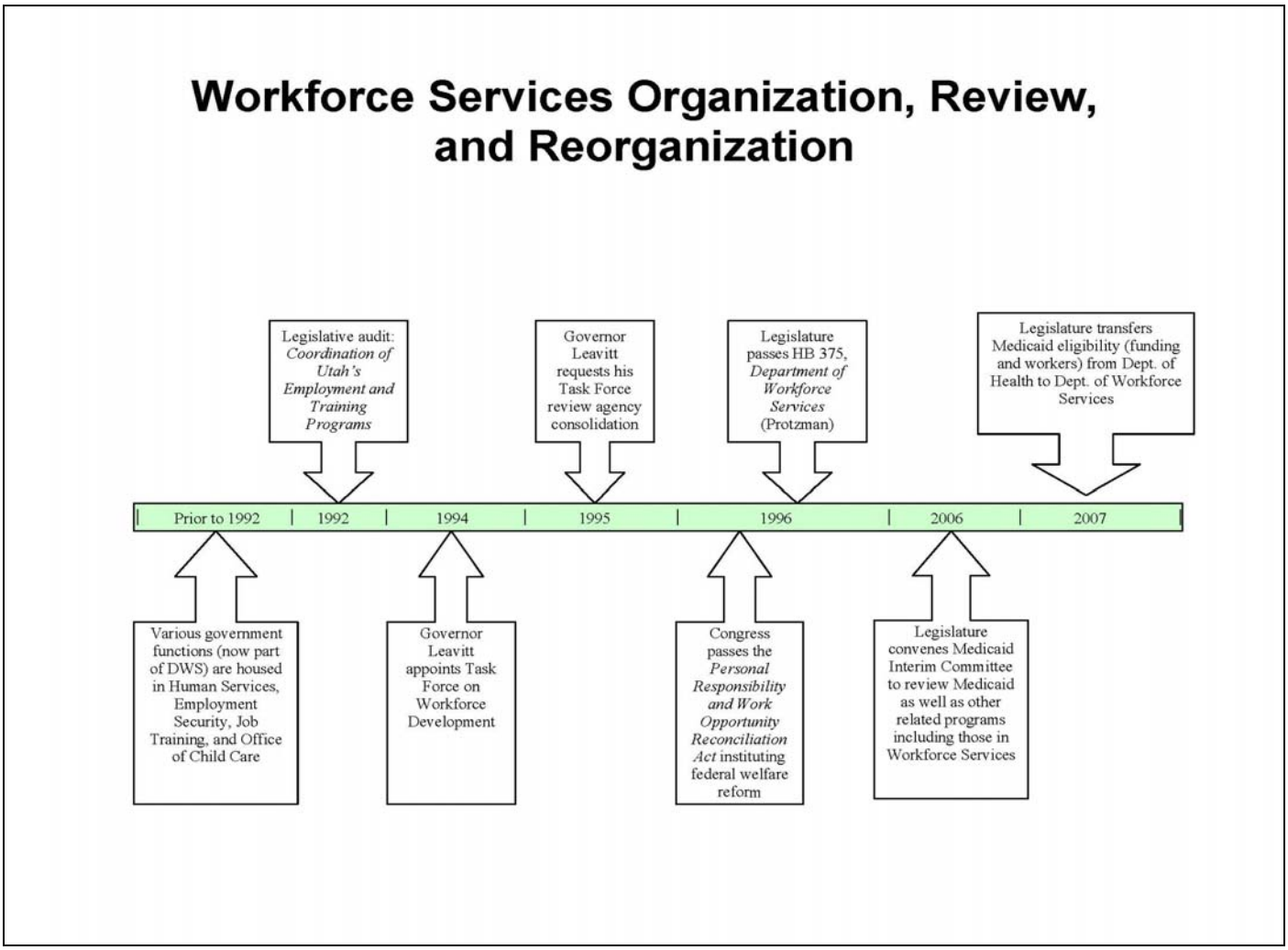


Figure 1

In FY 2009 DWS served customers in various programs. Some required counseling and placement services, others received direct assistance. Some were determined to be ineligible. In FY 2009, 60 percent of adults seeking help from DWS programs were female, with the average age at 37.8 for females and 38.3 for males. Of the males who received public assistance, 46 percent also used other DWS programs, while 37 percent of female clients used other DWS programs.

The following major programs are listed below, with the numbers of clients they served:

- Family Employment Program 31,611

- Child Care 40,683
- General Assistance 4,116
- Supplemental Nutritional Assistance Program 290,321
- Employment and Training 299,351 (Job Seekers)
- Workforce Investment Act 5,187
- Unemployment Insurance 101,126
- Medical Programs 349,760
- All Other Programs 8,105

DEPARTMENT ORGANIZATION

The department is generally organized into the following areas:

1. Administrative and support functions (Finance and General Services, Communications, Operations Support, Workforce Development, Government Affairs, Internal Audit, and Adjudication)

2. Unemployment Insurance, and

3. Five regions throughout the state with operational staff to provide services for the various programs.

As of July 1, 2009, DWS reorganized to add an Eligibility Services Division. This new division separates out approximately 975 FTE from the five-region structure who focus solely on eligibility determinations. A representation of this change is shown in Figure 2:

DWS Organization after July 2009

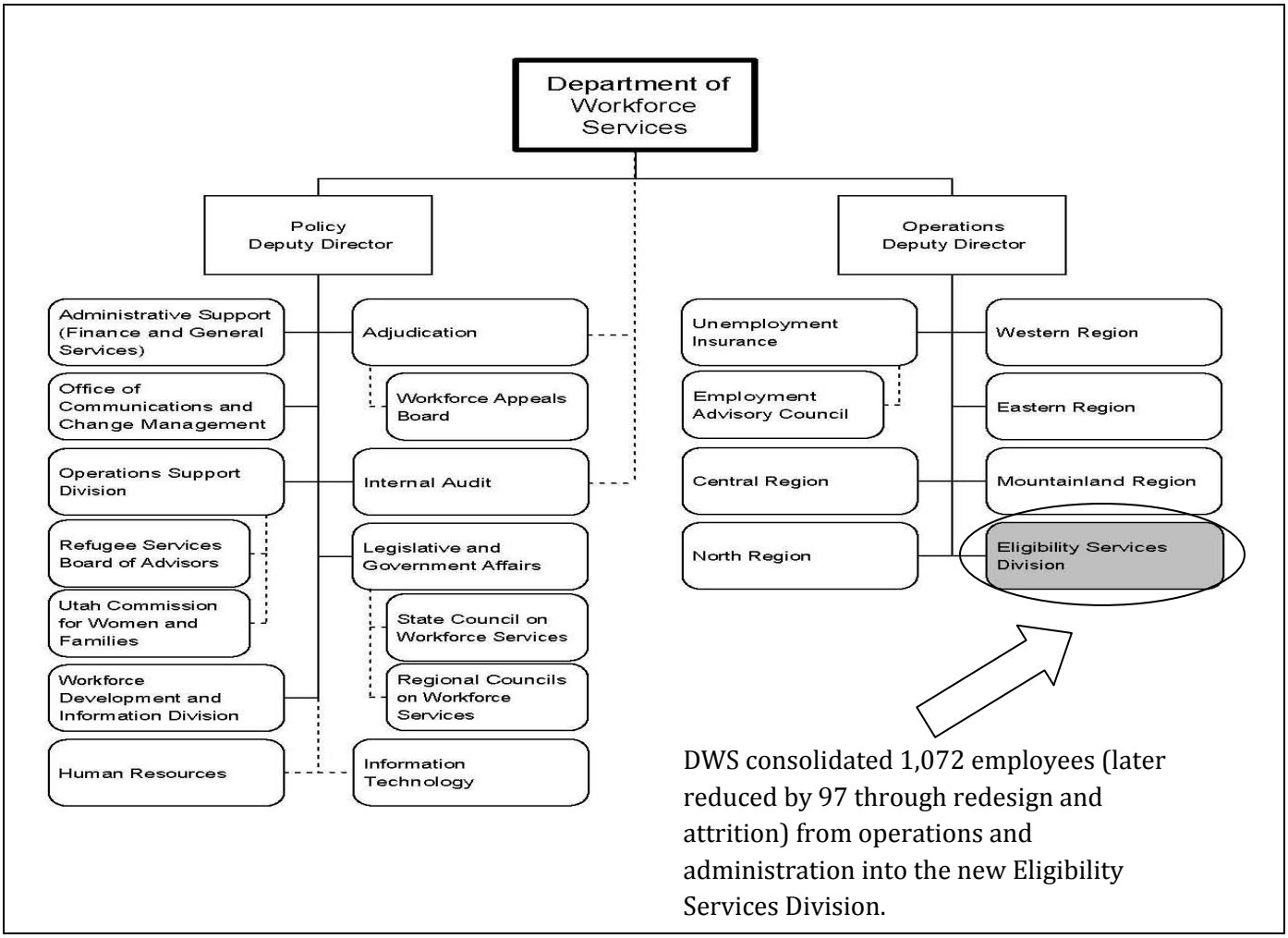


Figure 2

PROGRAM DESCRIPTIONS

The department's budget is appropriated collectively, but addresses numerous state and federal services. A description of services is provided below. For more detail about the budget by program, please refer to program detail sections later in this report.

- *Family Employment Program (FEP)* - the Family Employment Program (FEP) assists families with dependent children to become self-sufficient by helping clients find jobs and by providing financial support to eligible parents. The program may also help with child-care and/or services to support work activities. Working with an employment counselor, parents develop an employment plan that leads to self-sufficiency. To remain eligible, parents must follow the plan. Funding for the FEP program is from the federal Temporary Assistance for Needy Families (TANF) grant and state maintenance-of-effort (MOE) funds. FEP has a three year lifetime limit per state statute.

- *Child Care Development Fund* - this fund helps qualified working parents with child care subsidies and helps parents find child care. The program also works to improve child care quality.

- *General Assistance* - is a state funded program providing financial assistance to single individuals or married couples who do not have dependent children. The program must verify a physical or mental health impairment that prevents the individual from performing any basic work activities in any occupation for at least sixty days. Services for those with impairments lasting less than twelve months are limited to a total of six months. No or little case management service is provided to this group. Service to those with an impairment lasting twelve months or longer is time-limited to no more than twelve months of assistance. These individuals must apply for Supplemental Security Income (SSI) and cooperate with DWS staff to gather the medical evidence necessary to gain approval for SSI. The monthly grant is $261. The state receives a reimbursement from the Social Security Administration for the total amount of financial assistance received by the individual if/when the individual is made eligible for SSI.

- *Food Stamps (now referred to as the Supplemental Nutrition Assistance Program or SNAP)* - this federal program helps eligible individuals and families buy food. Actual stamps are no longer used. Payments are now made through debit cards. SNAP cannot be used to buy tobacco, alcoholic beverages, items that cannot be eaten, or already-prepared foods. SNAP can buy vegetable seeds and plants. Items purchased with SNAP are not subject to state sales tax.

- *Employment and Training Programs* - These include the Wagner-Peyser, Trade Assistance, and Veterans Programs. These federally-funded programs help employers hire the most qualified workers for the job. The programs also help job seekers identify their skills and abilities so that they will make the right job and career decisions.

- *Workforce Investment Act* - this federally funded program prepares low-income youth, adults and dislocated workers, and persons with other barriers for employment. The program makes funding available to eligible job seekers for vocational training, education, job search assistance, and other support services.

- *Unemployment Insurance (UI)* - collects employer contributions for deposit in a trust fund, determines eligibility, and pays weekly benefits from the trust fund to unemployed workers. Administrative costs are federally funded. The program is anticipated to spend approximately $298,494,000 on operations in FY 2010. The benefit portion of the program, approximately $265,000,000 in FY 2010, was previously not part of the budget but was included in the FY 2010 appropriation to help make all expenditures more transparent.

- *Medical Programs* - are a specific budget area in DWS and consists of Medicaid, Children's Health Insurance Program (CHIP), Primary Care Network (PCN), and Utah's Premium Partnership for Health Insurance (UPP). All of the eligibility components for these programs, including FTEs and funding, were transferred from the Utah Department of Health (UDOH) to DWS starting in FY 2008. Prior to FY 2008, DWS conducted about 40% of all eligibility

determinations. Eligibility specialists with DWS now manage the caseload that was previously run by UDOH. However, general administration and oversight of the programs are still conducted within the Department of Health.

- *All Other Programs* - services in this category include oversight of job training, employment development, support services, adjudication and auditing, labor market information, employer tax credits, and data processing.

APPROPRIATIONS HISTORY

In 1992, the Office of the Legislative Auditor General issued an audit titled, Coordination of Utah's Employment and Training Programs. The audit stated that "Utah has a fragmented work force development system". The audit also identified the following training programs with their accompanying 1992 resource levels totaling $102 million: the State Office of Education ($33 million), the State Office of Rehabilitation ($21 million), the Department of Community and Economic Development ($13 million), Department of Employment Security (Job Services) ($13million), and the Department of Human Services ($22 million).

In 1996, following on the work of a special task force appointed by Governor Leavitt to consider an agency consolidation strategy, the Legislature passed HB 375, *Department of Workforce Services* (Protzman). This bill consolidated the Department of Employment Security (Job Service), the Office of Family Support (Human Services), the Turning Point Program (Education), the Office of Job Training (Community and Economic Development), and the Office of Child Care (Community and Economic Development) into the new department known as Workforce Services. Eligibility workers for purely Medicaid cases remained in the Department of Health. The Legislature decided not to merge the Utah State Office of Rehabilitation into the new department. The new department was formally created the following year in 1997.

In 2007, the Legislature transferred all funding and staff associated with Medicaid eligibility determination from the Department of Health to the Department of Workforce Services. This action was intended to consolidate all Medicaid eligibility staff into one organization.

As DWS was an amalgamation of previously existing entities, its formation had to deal with existing subunits and office facilities created and determined in earlier times. The department has worked extensively to overcome these barriers. For example, the department started with 106 locations, but after integrating services, has reduced its physical presence to 49 locations. Although consolidated into one agency, financial tracking continues to follow traditional funding streams because federal programs require separate tracking of federal funds.

Table 1 shows the budget history of DWS since its creation in FY 1997:

Department of Workforce Services Budget History

Fiscal Year	General Fund	Federal Funds	Dedicated Credits	Restricted & Trust Funds	Other Funds	Total	FTE	Vehicles
FY 1997	51,923,500	174,674,400	2,750,500	-	9,410,100	238,758,500	N/A	N/A
FY 1998	47,564,800	180,131,400	2,556,600	-	6,151,900	236,404,700	1,703.0	N/A
FY 1999	49,726,900	193,805,700	2,624,600	2,500,000	6,988,000	255,645,200	1,796.0	113
FY 2000	52,900,200	183,319,800	3,309,900	-	3,785,200	243,315,100	1,702.0	112
FY 2001	55,213,100	171,273,300	3,830,600	5,781,400		236,098,400	1,772.0	117
FY 2002	52,452,000	191,552,500	4,585,800	-	4,993,100	253,583,400	1,850.0	116
FY 2003	52,136,800	216,072,400	3,064,400	2,368,700	3,011,700	276,654,000	1,889.0	111
FY 2004	55,332,000	217,868,900	2,742,300	2,322,500	3,728,900	281,994,600	1,993.0	111
FY 2005	61,376,300	220,242,200	3,360,100	5,160,000	(1,974,500)	288,164,100	1,999.0	111
FY 2006	60,162,500	206,014,300	2,788,600	2,514,600	6,599,900	278,079,900	1,931.0	111
FY 2007	69,964,900	181,549,100	1,780,300	7,506,200	15,736,300	276,536,800	1,730.0	111
FY 2008 (1)	77,467,200	189,378,300	3,212,200	-	30,673,800	300,731,500	2,030.0	121
FY 2009	57,621,900	236,557,100	2,141,000	15,806,000	46,909,400	359,035,400	2,062.0	121
FY 2010* (2)	69,627,300	463,339,200	2,131,700	268,000,000	27,687,400	830,785,600	2,062.0	121

*** Appropriated**

Notes:

1. **Medicaid eligibility staff and functions were consolidated from the Dept. of Health (DOH) in FY 2008, resulting in a transfer of $16 million ($6.2 million General Fund) from DOH to DWS and 253 FTEs.**
2. **The Legislature included in its FY 2010 appropriation certain items previously not shown on the budget. This action was taken to improve transparency of the budget process regarding DWS.**

Table 1

CURRENT YEAR APPROPRIATIONS

The Department of Workforce Services revenue and expenditure status is reflected in the following three charts (Figures 3 – 5) that show:

- FY 2010 appropriated revenue sources (Figure 3);
- FY 2010 estimated program spending (as found in the appropriations) (Figure 4); and
- FY 2010 estimated major expenditure categories (Figure 5).

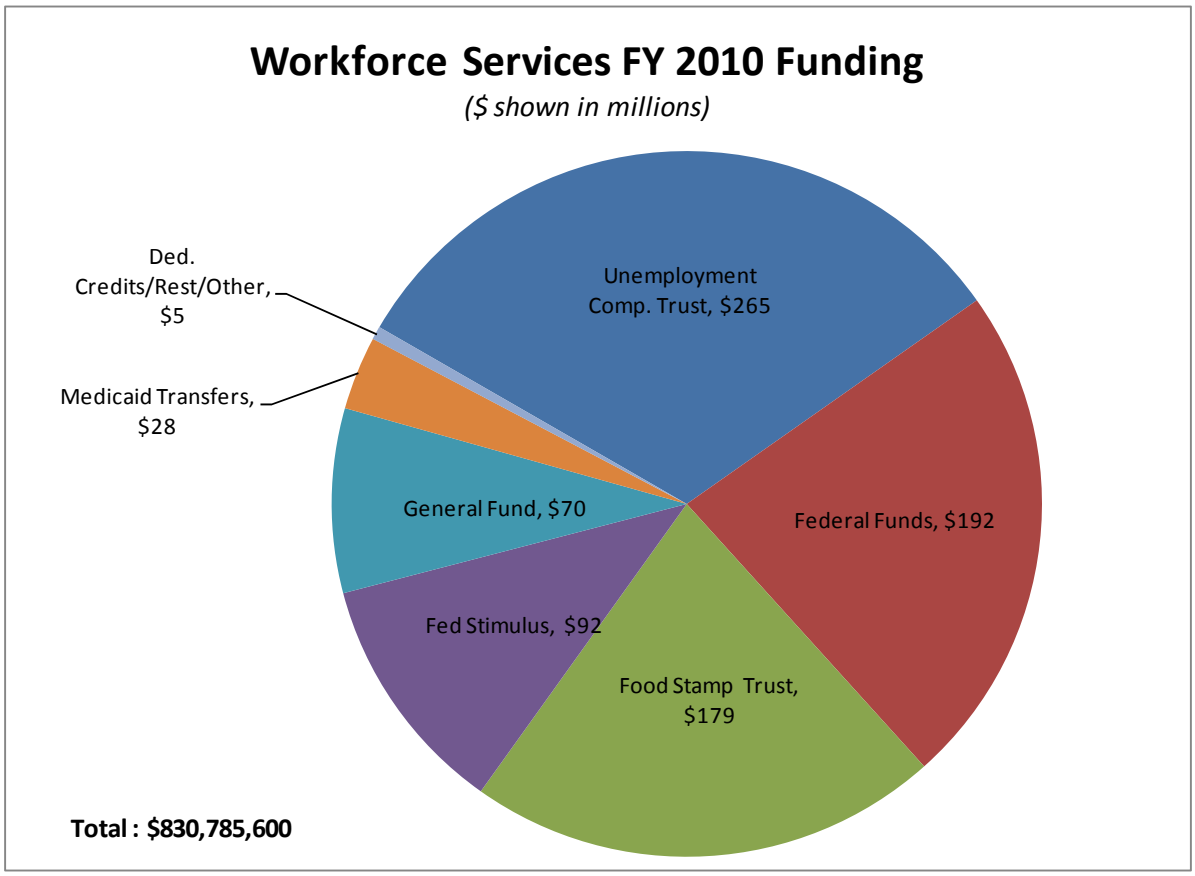


Figure 3

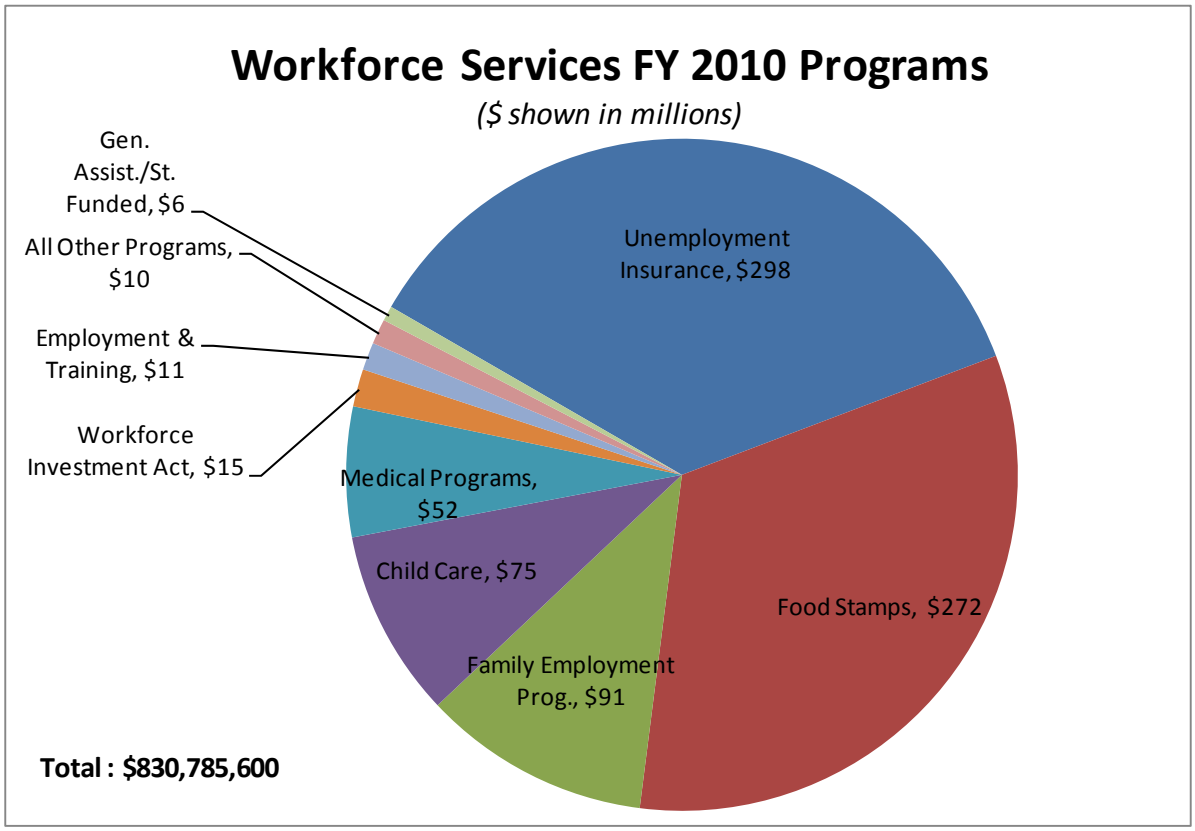


Figure 4

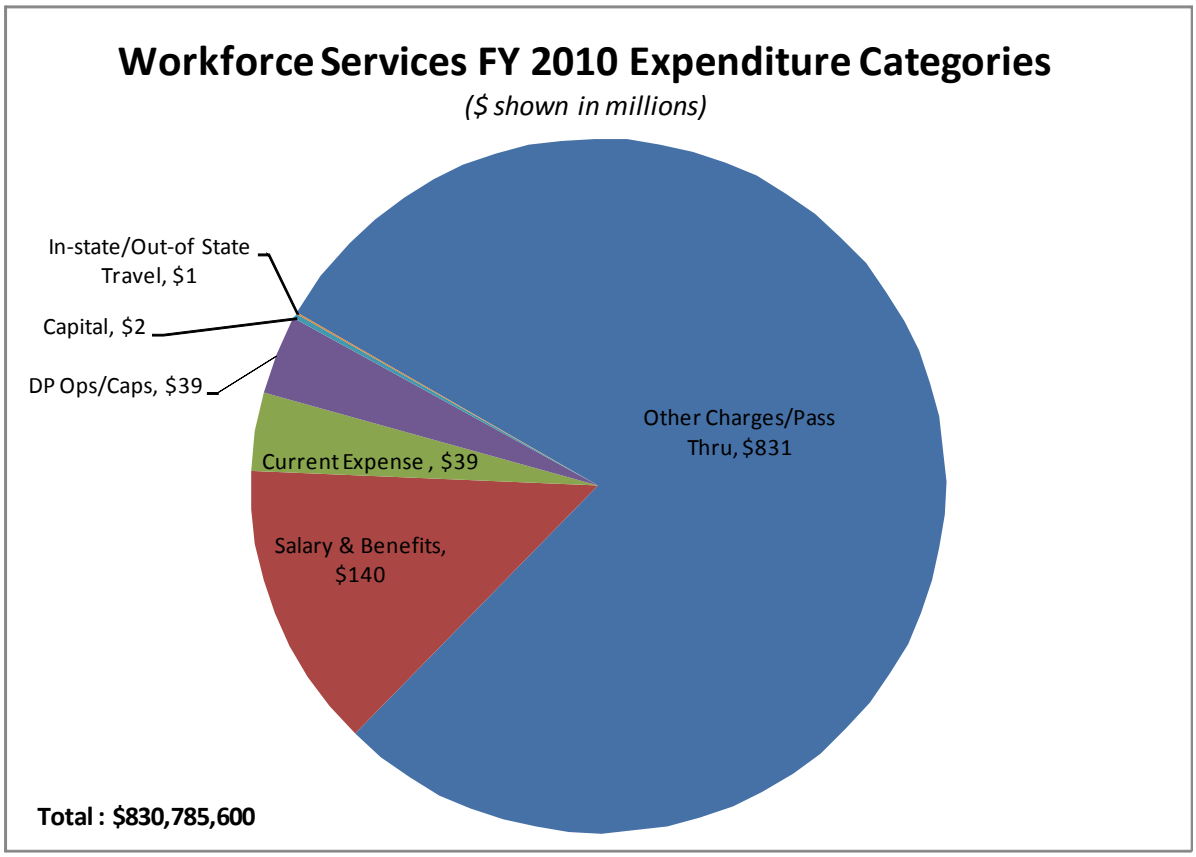


Figure 5

RECENT BUDGET REDUCTIONS

Between September, 2008 and May, 2009, state revenues fell precipitously and the Legislature acted quickly to balance budgets. Part of the balance was spending reductions. Table 2 displays DWS budget adjustments since the original FY 2009 appropriation:

Department of Workforce Services
FY 2010 Budget Adjustments - General Fund

	FY 2009 Original Ongoing	FY 2009 Revised Ongoing	FY 2010 Base	FY 2010 Ongoing Adjustments	FY 2010 One-time Adjustments	FY 2010 Other Ongoing	FY 2010 Other One-time	FY 2010 Total Appropriated	FY 2011 Base
Agency and Line Item Total	**73,272,900**	**66,564,600**	**73,272,900**	**(6,908,300)**	**3,200,000**	**62,700**	**0**	**69,627,300**	**66,427,300**
Line Item Adjustments:									
Administrative Efficiencies				(1,065,000)	1,000,000				
Eliminate State Programs - Z Funds and WTE				(240,900)					
General Assistance				(2,200,000)	2,200,000				
Medicaid Eligibility/Food Stamps				2,000,000					
Reduction in Administrative Costs of Gen Assist				(1,000,000)					
Reduction in Medicaid Eligibility Caseload Costs				(750,000)					
Use TANF Funds for Child Care				(1,100,000)					
Child Care Benefit Step-Down Program				(2,250,700)					
Legis. and Commun. Current Expense Reductions				(19,500)					
Operations Support Current Expense Reductions				(270,200)					
Deputy Director's Current Expense Reductions				(12,000)					
ISF Rate Impacts						62,700			

Table 2

As outlined on pages 6-8, DWS provides various services to Utah's population, including job placement and training, unemployment insurance, labor market information, SNAP, child care, Medicaid eligibility, General Assistance, and the Temporary Assistance to Needy Families (TANF) program. While these programs have the common trait of benefiting Utah's needy citizens, several are disparate in nature from others. For example, the TANF grant program benefits families trying to become self-sufficient through employment, while the SNAP helps needy individuals buy food. By combining all programs into one line item, the Legislature has little assurance that budget cuts (or increases) made in one program will not impact other programs.

A look at Table 2 shows the Legislature made approximately $7 million in ongoing reductions to various programs for FY 2009 and FY 2010. As the close of FY 2009 drew near, DWS faced other budget pressures, such as losses in federal funds from the Deficit Reduction Act, unfunded caseload growth, and concurrent running of eREP and PACMIS. DWS projected a budget deficit of $10 million. The department relieved the pressure by reducing administrative and operating costs – particularly in the new Eligibility Services Division – but also by establishing agreements with other organizations that provide services that qualify as a substitute for TANF Maintenance of Effort (MOE).

In order to qualify for TANF funds, the department must meet federal (MOE) requirements by expending a minimum level in state funds per year for TANF activities. As DWS lost state funds, it signed memoranda of understanding (MOU) with several other organizations (both outside and inside state government) with certain expenditures or in-kind contributions that can be claimed as part of the state's TANF MOE. The department was able to claim an additional $15.7 million in replacement funding. Of this amount, $10 million addressed the FY09 budget gap; the balance went to pre-fund FY 2010. Further, the department has identified at least one major non-state entity that is willing to sign an MOU for fiscal years 2010 and 2011.

The department's actions in finding alternatives to state funding to meet its TANF MOE allowed it to shift its remaining state funds to other programs, namely Medicaid, SNAP, and General Assistance. However, signing up with outside organizations may have allowed the department to avoid cuts made by the Legislature. Although the Legislature cut FY 2009 general funds by $7 million, the department found $15 million in outside services to meet its MOE obligations. These actions effectively increased the department's budget options in spite of state cuts; and with only one line item, the department was free to move state funds away from TANF and into other services. Moreover, these actions introduced another element in the state budget that the Legislature doesn't control: the efforts of outside organizations.

ELECTRONIC RESOURCE & ELIGIBILITY PRODUCT

Electronic Resource & Eligibility Product (eREP) is a new software package that determines eligibility and calculates benefits for customers seeking Temporary Assistance for Needy Families (TANF), SNAP, Medicaid, Child Care and other services from the departments of Workforce Services, Human Services, and Health.

DWS has implemented the eREP system in modules rather than a one-time rollout of the entire system. A time line of this implementation is as follows:

- Utah Cares: October 2003
- Core Eligibility Activities: July-November 2004
- Info Source: April 2004
- Screening For Financial and Food Stamps: July 2004 and May 2006
- TANF, Child Care, and Emergency Assistance Pilot: 2004
- On-line application: February 2007
- Customer Shared Directory: 2007
- Food Stamps, General Assistance, Refugee Cash, Work to Employment, Special Payments: October 2008
- Medical Assistance, CHIP, PCN: July 2008
- Production pilot phase of eREP began: August 2008
- First benefits issued through eREP: November 2008

The remaining time line for DWS is to implement full conversion by July 1, 2010.

The development project budget was approximately $79 million in total. The Legislature appropriated $17.7 million or 22 percent of the total development budget. The remaining $61.4 million or 78 percent was paid from federal funds. DWS moved from the development budget to an operating budget in FY 2009. In FY 2010, DWS is budgeted to spend $15.9 million on eREP operations: $3.9 million internally and $12 million through the Department of Technology Services.

RANDOM MOMENT TIME SAMPLING SYSTEM

DWS assesses costs incurred to each program through a process called the Random Moment Time Sampling (RMTS) System. The RMTS system provides the background data upon which costs are allocated to all programs administered by the department.

The RMTS system is intended to accomplish several goals. These are:

- To provide a means of tracking time and effort that is simple and efficient for employees;
- To improve the precision of time reporting;
- To obtain compliance with requirements of OMB Circular A-87;
- To appropriately allocate costs to programs/activities that measured by the RMTS.

This system utilizes an electronic time sheet to collect time and effort data. Each employee has a unique time sheet set up in this system. As implied by the system name, a sample of employees is randomly asked to input details of the program for which they are working at a particular moment.

Two sample pools are comprised mostly of front line staff, team leads, and first line supervisors located in Employment Centers throughout the state. Excluded from the sample population are select front line staff that direct-charge their time to specific grants or funding sources dedicated to paying for activity of an employee. In total the department has 1,300 staff subject to the RMTS sampling process. The department samples 2,900 moments per quarter per pool, based upon which costs are distributed to the various programs.

The sample size represents an over sampling based on standard sample validity formulas. The RMTS system has been designed to permit a minimum level of precision at plus or minus two percent with a ninety-five percent confidence level. Response validation is done on a monthly basis by program and/or financial staff using the information obtained by the responder when entering the applicable activity or program.

Program strikes are also validated each year as part of the State Auditor Single Audit review that is then reported to each federal agency for which the state administers programs. Changes to a response will only occur when the response is determined to be invalid; for example, if the sample employee selected the activity of TANF Case Management, but the customer was not enrolled in TANF Case Management at the time of the response. All changes to responses are documented and provided an audit trail.

This system has the following functionality:

- Import sampling population data provided by DWS;
- Put in online administrator interface;
- Provide a statistically valid random sample by worker and by time;
- Generate an automated email notification to the respondent sampled;
- Provide a follow-up mechanism to ensure responses are received timely;
- Provide a web based interface for respondents to enter their response;
- Access real time response data; and
- Generate an audit trail

Figure 6 shows RMTS strikes by quarter since FY 2005. Each color represents one of the programs that the department administered. Most of the programs have a fairly smooth size, with the exception of a shift during the 7/07-9/07 quarter, when the Department of Workforce Services received the Medicaid Eligibility Determination division from the Department of Health.

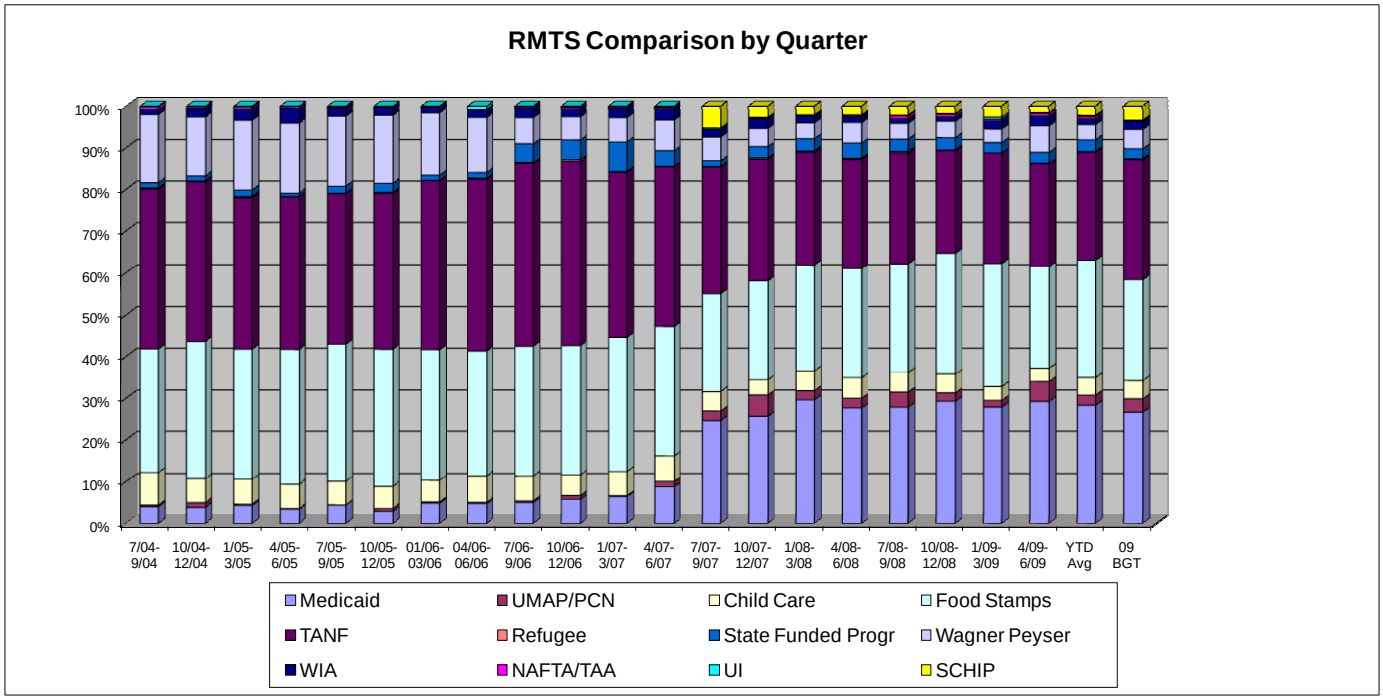


Figure 6

Table 3 contains the raw data portrayed in Figure 6.

QUARTERLY RMTS STRIKE RESULTS (SUMMARIZED BY MAJOR FUNDING CATEGORY) AS USED IN COST ALLOCATION																						
																					SFY 09	
	7/04-9/04	10/04-12/04	1/05-3/05	4/05-6/05	7/05-9/05	10/05-12/05	01/06-03/06	04/06-06/06	7/06-9/06	10/06-12/06	1/07-3/07	4/07-6/07	7/07-9/07	10/07-12/07	1/08-3/08	4/08-6/08	7/08-9/08	10/08-12/08	1/09-3/09	4/09-6/09	YTD Avg	09 BGT
Medicaid	4.11%	3.91%	4.42%	3.53%	4.48%	3.01%	4.93%	4.88%	5.12%	5.88%	6.51%	8.83%	24.80%	25.82%	29.70%	27.76%	27.93%	29.35%	27.96%	29.33%	28.42%	26.79%
SCHIP													5.25%	2.73%	2.18%	2.17%	2.23%	1.86%	2.68%	1.61%	2.26%	3.39%
UMAP/PCN	0.38%	1.16%	0.28%	0.15%	0.05%	0.67%	0.30%	0.26%	0.37%	0.89%	0.20%	1.30%	2.25%	5.03%	2.18%	2.33%	3.61%	2.00%	1.61%	4.70%	2.41%	3.15%
Child Care	7.84%	5.70%	5.92%	5.75%	5.62%	5.24%	5.17%	6.37%	6.01%	4.99%	5.85%	6.12%	4.61%	3.59%	4.77%	4.87%	4.70%	4.47%	3.27%	3.27%	4.15%	4.32%
Food Stamps	29.53%	32.87%	31.17%	32.30%	32.82%	32.87%	31.28%	29.88%	31.02%	30.91%	32.03%	30.91%	23.46%	23.73%	25.33%	26.12%	25.99%	28.97%	29.49%	24.32%	28.15%	24.17%
TANF	38.32%	38.23%	36.30%	36.56%	36.13%	37.38%	40.44%	41.12%	43.71%	44.17%	39.55%	38.28%	30.26%	29.19%	27.06%	26.23%	26.60%	24.64%	26.53%	24.54%	25.93%	28.83%
Refugee	0.24%	0.19%	0.28%	0.10%	0.05%	0.16%	0.05%	0.21%	0.26%	0.39%	0.10%	0.05%	0.05%	0.32%	0.25%	0.26%	0.33%	0.10%	0.00%	0.09%	0.14%	0.21%
State Funded Progr	1.24%	1.16%	1.55%	0.77%	1.68%	2.18%	1.23%	1.33%	4.54%	4.72%	7.22%	3.90%	1.61%	2.68%	2.94%	3.65%	2.95%	2.95%	2.46%	2.73%	2.79%	2.41%
Wagner Peyser	16.24%	14.11%	16.64%	16.73%	16.71%	16.28%	14.93%	13.19%	6.16%	5.44%	5.74%	7.26%	5.57%	4.28%	3.71%	4.81%	3.71%	3.85%	3.18%	6.27%	3.58%	4.52%
WIA	1.24%	2.22%	2.68%	3.72%	2.12%	2.02%	1.48%	1.85%	2.45%	2.00%	2.39%	2.82%	1.77%	2.25%	1.73%	1.32%	1.09%	1.05%	1.92%	2.33%	1.35%	1.91%
NAFTA/TAA	0.76%	0.39%	0.47%	0.39%	0.25%	0.16%	0.15%	0.21%	0.31%	0.39%	0.30%	0.32%	0.05%	0.16%	0.05%	0.32%	0.71%	0.62%	0.40%	0.63%	0.58%	0.09%
UI	0.10%	0.05%	0.28%	0.00%	0.10%	0.05%	0.05%	0.72%	0.05%	0.22%	0.10%	0.22%	0.32%	0.21%	0.10%	0.16%	0.14%	0.14%	0.49%	0.18%	0.26%	0.21%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 3

DWS REPORTS PROGRAM INFORMATION USING INTERNAL SPREADSHEETS

The DWS budget is set up as one line item which allows the department to move state funds freely between programs that can have significantly different purposes and functions. Under such an arrangement, it is difficult to match administrative costs to related program costs.

DWS has used internal tracking and reporting spreadsheets to report categorical costs by program to the Legislature. Near the publication date of this in-depth study, however, DWS conducted a new review of their spreadsheets and determined that certain numbers between programs and categories of expenditure should be adjusted. Line item totals did not change; however, certain categories within the line item did change. The Analyst provides DWS' revised data in Appendices A through C.

Appendix A shows the original numbers which LFA has been reporting to the Legislature for several years and continues to use for the remainder of this report. Appendix B shows the recently revised DWS numbers. Appendix C shows the difference between original and revised. The majority of the changes that occurred were in expenditures reported by Administration/Administrative Overhead and Operations, Program, and Case Management.

As noted earlier, DWS is an agglomeration of formerly separate programs and functions. While these programs and functions have synergy and address the high-level goal of employment support, each has a separate and distinct purpose and many have specific federal guidelines and requirements. The state currently treats these disparate functions as one budget with little enforced accountability.

The Utah Constitution gave appropriations authority to Legislators. Through the Budgetary Procedures Act (U.C.A. 63J), the Legislature has established mechanisms to enact and enforce its appropriations decisions. Specifically, in 63J-1-206, the Budgetary Procedures Act states that "an appropriation or any surplus of any appropriation may not be diverted from any department, agency, institution, or division to any other department, agency, institution, or division." Again, in the same section, the law states, "Monies may not be transferred from one item of appropriation to any other item of appropriation." These provisions ensure that funding provided by elected representatives is used as intended.

To allow DWS' transition from many departments and agencies to one, the Legislature has allowed the department's cost allocation methods and appropriated its budget in one line-item since DWS' inception. Such lack of budgetary definition is problematic for at least two reasons.

First, by appropriating DWS budget as a single line item, the Legislature has ceded its statutory mechanism for ensuring funds are used for authorized and intended purposes.

For instance, during the 2009 General Session as shown on Table 2 (DWS FY 2010 Budget Adjustments), the Legislature directed DWS to find over $1 million in "administrative efficiencies" department wide. The Legislature gave DWS one year to identify and implement such efficiencies. After the 2009 General Session, DWS used private and not-for-profit efforts to draw down additional federal funds in the Temporary Assistance for Needy Families (TANF) program. Without budgetary definition, DWS could use TANF funds to free-up state appropriations and avoid finding legislatively directed efficiencies. Other than the bully pulpit, the Legislature would have no mechanism to enforce its intent.

Second, by not defining DWS budget structure in an appropriations act, the Legislature has allowed DWS to redefine cost and program categories almost every year. As a result, it is difficult for the Legislature's budget analysts to track and critique program costs and associated benefits over time.

For example, in the 2008 General Session the Legislative Fiscal Analyst attempted to break DWS' single program into multiple programs still within the same line item. In so doing, LFA also asked DWS to allocate personnel, travel, current expense, and direct assistance costs - as defined statewide by the Division of Finance - into various assistance programs (General Assistance versus Child Care versus Employment and Training, etc.). DWS was unable to do so.

As a compromise, LFA asked DWS to define administrative costs as opposed to client support as opposed to direct financial assistance. DWS' first attempt to do so in the 2008 General Session showed that administrative costs in many programs exceeded client assistance costs. DWS then redefined the cost categories for the 2009 General Session so that administration appeared as a smaller proportion of overall expenditures. Just prior to the publication of this report, DWS again redefined its costs categories putting its overhead costs in a more favorable light.

Obviously, without centrally defined cost categories and absent a legally defined budget structure, DWS can regularly change the presentation of its budget. The lack of a stable budget structure then makes comparison of costs over time - and projection of such costs into the future - very difficult.

To complicate matters, part of DWS' budget - that part associated with Medicaid - is often treated by the Legislature as "mandatory". In the past, the Legislature has funded Medicaid growth and inflation in the base budget without extensive debate. Although DWS does not typically receive the same Medicaid increases, it is difficult for the Fiscal Analyst to determine whether DWS' Medicaid costs are static, changing due to demand for services, or changing due to increased administrative expenses - like the eREP computer system discussed earlier.

RECOMMENDATION: To assure accountability and reassert the Legislature's legal and constitutional budget authority, the Legislative Fiscal Analyst recommends the Legislature appropriate DWS' budget in separate line items beginning in FY 2011. Such line items might mirror the categories of assistance (child care, employment services, food stamps, etc) discussed on pages 6-8.

The Fiscal Analyst believes that DWS could still use its Random Moment Time Sampling System to provide data upon which to project, budget for, and allocate costs. It could then use the state's payroll and accounting systems to track expenditures by line item.

As shown in figure 6 (RMTS Comparison by Quarter), the occurrence of RMTS strikes among assistance programs does not vary dramatically across quarters. We believe the Legislature could establish separate line items for each program prior to a fiscal year. Half way into the fiscal year, in the Base Budget bill, DWS would have an opportunity to request of the Legislature reallocation by appropriation. Again, in the Bill of Bills, the Legislature could reallocate DWS' resources with little more than one fiscal quarter remaining in the fiscal year.

Short of separate line items for each of DWS' assistance programs, the Legislature might consider separate line items for assistance programs that are not part of RMTS - like General Assistance and Unemployment Insurance - and a single line item for RMTS assistance programs. If it does so, the Fiscal Analyst recommends the Legislature include in its RMTS related line-item intent language requiring DWS to report to the Legislature the details of any reallocation of funds among programs within the line-item prior to the reallocation taking effect. Such intent language would be an extension of the work program adjustment requirements already established in 63J-1-206.

DWS STATUTORY REVIEW

The Fiscal Analyst identified four DWS-specific mission mandates contained within Utah Code. The first four references come from UCA 35A-1-104; the fifth comes from UCA 35A-2-101:

1) Carry out the responsibility assigned by the State Workforce Services Plan developed by the State Council on Workforce Services;

2) Establish and conduct free employment agencies, and bring together employers seeking employees and working people seeking employment, and make known the opportunities for employment in this state;

3) Develop processes to ensure that the department responds to the full range of employee and employer clients;

4) Encourage the expansion and use of apprenticeship programs meeting state or federal standards for apprenticeship programs; and

5) The executive director jointly with the Utah Association of Counties shall establish regional workforce services areas to furnish the services described in Section 35A-2-201.

    a) Section 35A-2-201 requires regional workforce services areas to be the primary providers of employment services, broker or contract for training that meets the local special needs population, and serve as regional workforce information clearinghouses.

The following is a discussion of each mandate and some measures that indicate how the Department of Workforce Services is complying with its mandates.

1. Carry out the responsibility assigned by the State Workforce Services Plan developed by the State Council on Workforce Services.

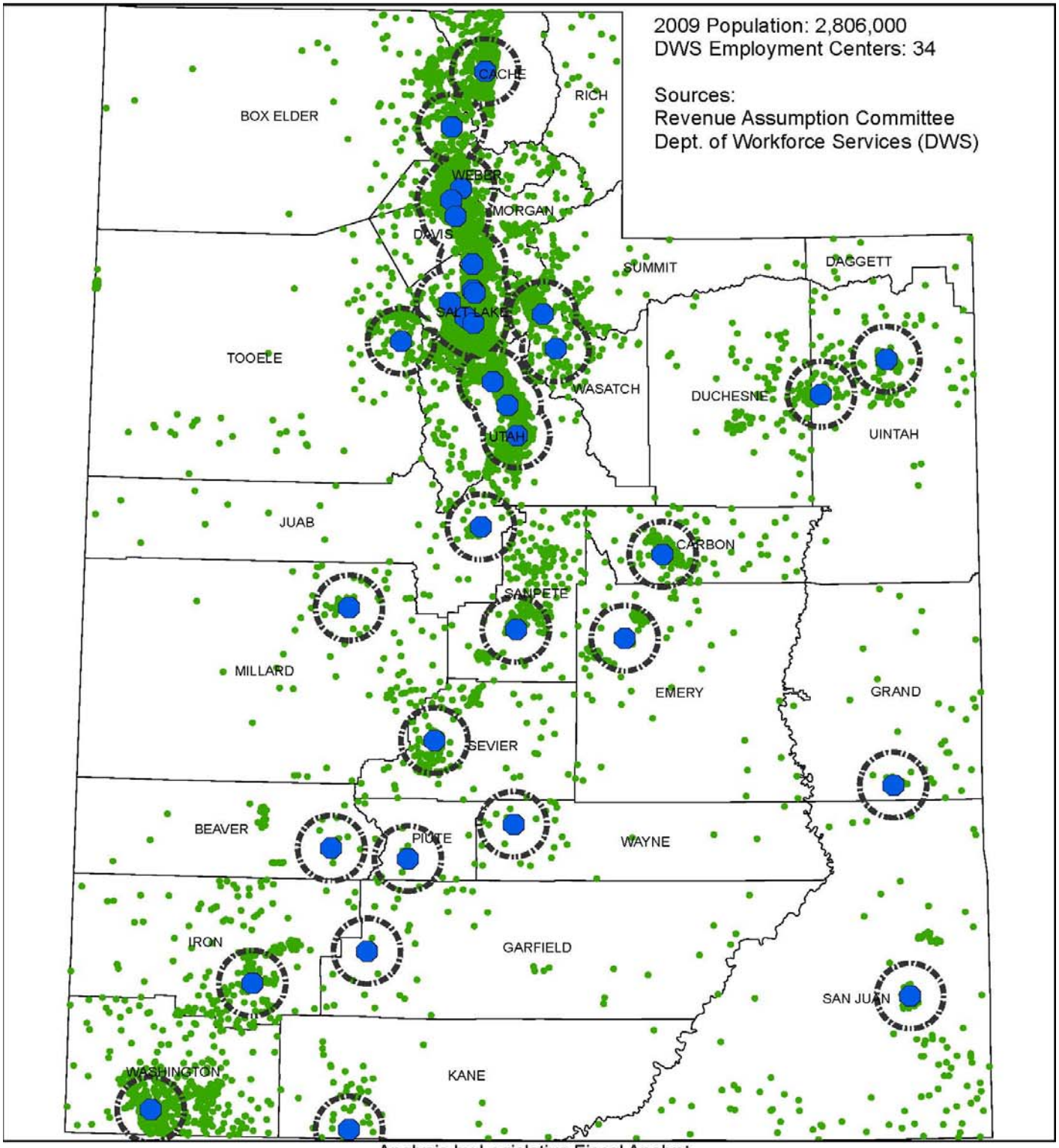
DWS indicated that the annual plan it prepares for the Workforce Investment Act (WIA) federal program is their State Workforce Services Plan. A copy of the most recent plan can be found at http://jobs.utah.gov/edo/stateplans/WIAWPstatePlan.pdf. A discussion of how DWS carries out the responsibilities in this plan is discussed in the Workforce Investment Act section of this document (page 57).

2. Establish and conduct free employment agencies, and bring together employers seeking employees and working people seeking employment, and make known the opportunities for employment in this state.

This particular mandate really composes four mandates. Each mandate is listed and discussed below:

I. "Establish and conduct free employment agencies" – the Department currently operates 34 physical employment agencies in 26 of the 29 counties of the State. In 2009 about 92.5% of Utah's population lived within 10 miles of a DWS Employment Center (see Figure 7). There are no charges for any of the employment services offered.

Utah Population that Lives Within 10 Miles of a DWS Employment Center



Analysis by Legislative Fiscal Analyst
One green dot represents 150 people; one blue dot represents 1 employment center.
About 92.5% of the population lives within 10 miles of an employment center;
about 7.5% or 210,170 people are not within 10 miles.

Figure 7

II. "Bring together employers seeking employees" – to measure this mandate, DWS offered the following indicators: (1) employers served and (2) job orders received. Figure 8 below shows the trend over time based on June of each year listed.

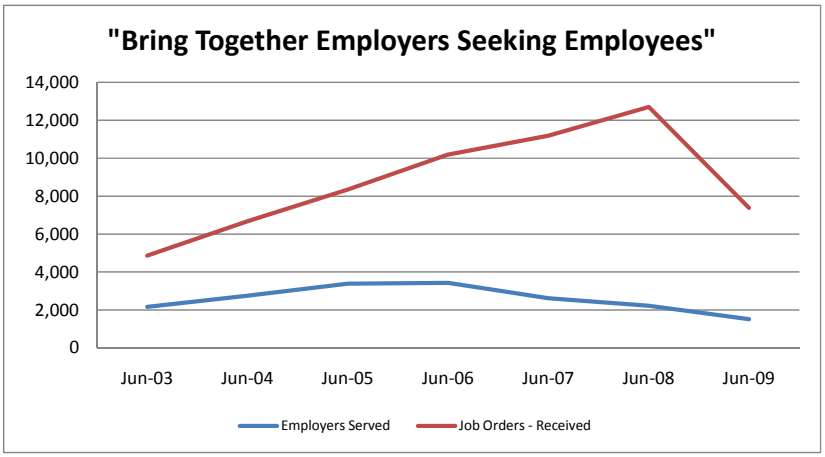


Figure 8

III. "Bring together…working people seeking employment" – the agency offered the following two measures for measuring this requirement: (1) job seekers served (Figure 9) and (2) entered employment (which can be found in the Employment and Training Programs section of the report on page 50).

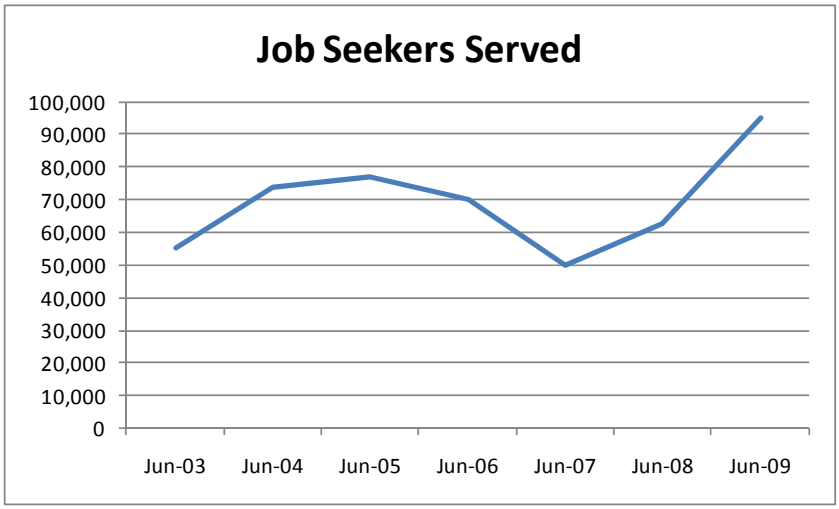


Figure 9

IV. "Make known the opportunities for employment in this state" – DWS citied "job orders received" as a measure for showing some of how the agency meets this mission statement. This measure is included in number two above.

3. Develop processes to ensure that the department responds to the full range of employee and employer clients.

DWS responded to this mandate with some narrative explanations. The Department indicated that primarily it serves whomever seeks them out, whether employer or employee. Many categories of jobs have their own recruiting mechanisms and choose not to use DWS services, such as high level medical

professionals and many union jobs. The Department indicated that it is actively involved with the Office of Economic Development and higher education in forecasting labor needs. Additionally, DWS runs an incumbent worker program to train current employees within companies to adapt to the changing market demands. DWS coordinates with other agencies in programs targeted to prevent or reduce joblessness, such as high school graduation programs. No specific performance measures were suggested as being helpful in measuring this mandate.

4. ***Encourage the expansion and use of apprenticeship programs meeting state or federal standards for apprenticeship programs.***

DWS indicated that the U.S. Department of Labor's Office of Apprenticeships is responsible for monitoring, counting, and approving internships. DWS works to promote apprenticeships via specialists, coordination with the Office of Apprenticeships, and serving on an advisory board to the Office of Apprenticeships. This relationship began in 1983 at the request of Governor Matheson. The statutory mandate has been assigned to DWS since the Department's creation in 1997.

Mr. Juan Pelaez-Gary, State Director for Utah in the Office of Apprenticeship with the U.S. Department of Labor, indicated in a November 2, 2009 email that Utah had about 1,800 registered apprenticeships in 2000 and 3,500 currently.

5. ***The executive director jointly with the Utah Association of Counties shall establish regional workforce services areas to furnish the services described in Section* 35A-2-201**.

The State is divided into five regional workforce areas, as shown in Figure 10 below:

Figure 10

The role of these regional areas is described in the State Plan with the following language: "The regional partnerships develop a plan driven by regionally-based labor market and economic information that identifies targeted industries' short- and long-term workforce needs. Comprehensive,

current, regionally-based labor market and economic information enables the workforce system to understand targeted industries' workforce needs not only in the context of occupational gaps, but also in the context of gaps in skill areas and skill levels across the region."[1]

When asked to briefly summarize how the Department met the services mandated in UCA 35A-2-201, DWS responded: "The State Council and regional councils have under 'Workforce Improvement Plan' (2) (a) developed a listing of occupations that lead to high skill, high wage occupations with career ladders. The occupations focus DWS job training for special needs populations and customers in general on attaining the skills necessary to compete in industries that are vital to Utah's future and will be in demand and provide wages that make families self-sufficient.[2] Staff in Employment Centers connects customers to education programs and pathways for the occupations on the list that lead to training in the occupation they select."[3]

[1] See http://jobs.utah.gov/wia/finalplan/pdf

[2] See http://jobs.utah.gov/services/occupationallisttraining.pdf

[3] The tool for selecting a pathway across the state is at http://www.utahfutures.org/index.aspx?FileID=Prog&TitleLetter=A

FACILITIES

The Department of Workforce Services began with 106 locations. It has consolidated the number of facilities down to 49, including 34 one-stop employment centers across the state, five regional centers, and various other facilities such as a regional eligibility service center, parking lots, a warehouse, a building that is for sale, and a building being subleased to another agency. Of the 49 facilities, 31 are leased and 18 are owned by the state. Most leased facilities are in rural areas of the state.

The Analyst reviewed information about each facility's lease or ownership terms, annual cost per square foot, volume of foot traffic, annual cost per customer, volume of staff, square footage per staff, and annual cost per staff. Analysis of the facilities shows that the department's leased facilities are more expensive than owned facilities. Since most rural facilities are leased, and serve fewer people, per-unit facilities costs are higher in rural areas. In fact, the top twenty most expensive facilities per square foot, per walk-in customer served, and per staff member are usually the same facilities in the each of the three categories. In Table 4, highlighted facilities indicate those that are in the top ten in more than one category.

Table 5 (next page) provides detailed information regarding each facility.

Top 20 Most Expensive DWS Facilities Per Unit			
	1 = Most Expensive		
	Cost/Sq Ft	Cost/Cust	Cost/Staff
American Fork	4	15	12
Beaver		10	9
Blanding	19	5	15
Brigham City	17	18	
CRESC	7		
Delta		17	
Downtown SLC			16
Emery County	15	4	7
Heber City	8	11	14
Junction		12	
Kanab	14	1	1
Loa		9	
Logan Golf Course Rd	13		
Manti	20	14	19
Moab	1	2	4
Nephi	12	6	6
Panguitch	16	3	3
Park City	2	19	18
Price	10	7	8
Richfield Regional			17
Roy	3	8	10
South Davis	5	20	11
Spanish Fork	6	13	20
St George	9	16	13
Tooele	11		2
West Valley	18		5

Table 4

DWS Facilities Expenditures by Size, Foot Traffic and Staff

Facility	Leased/ Owned	Lease Expires	Annual Cost	Square Feet	Annual Cost Per Sq Foot	FY 2009 Foot Traffic Sample: Case Mangmt	Labor Exchange	Public Assist	Overlap Factor(1)	Annual Cost Per Customer	Staff(2)	Sq Feet Per Staff	Annual Cost Per Staff
American Fork	Leased	31-Mar-11	$284,100	12,326	$23.05	2,579	2,342	12,103	14,470	$19.63	34	363	$8,356
Am Fork eREP (Closed)	Leased	31-Oct-09	$336,700	Closed					0				
Beaver	Leased	31-Aug-10	$28,700	1,960	$14.64	265	278	940	1,261	$22.77	3	653	$9,567
Blanding	Leased	30-Jun-17	$173,000	10,731	$16.12	941	548	3,043	3,852	$44.91	22	488	$7,864
Brigham City	Leased	31-Oct-12	$155,500	9,410	$16.52	2,447	3,594	5,603	9,897	$15.71	29	324	$5,362
Cedar City	Owned		$98,700	14,804	$6.67	1,701	2,485	7,427	9,871	$10.00	34	435	$2,903
Central Regional Office	Owned		$133,600	32,822	$4.07				0		60	547	$2,227
Clearfield	Owned		$100,900	25,677	$3.93	4,747	8,472	18,650	27,089	$3.72	58	443	$1,740
CRESC(3)	Leased	31-Dec-10	$526,900	24,196	$21.78				0		151	160	$3,489
Delta	Leased	30-Jun-10	$42,200	3,152	$13.39	576	508	1,503	2,199	$19.19	7	450	$6,029
Downtown SLC	Leased	31-Mar-10	$347,100	23,328	$14.88	6,330	10,833	18,479	30,296	$11.46	48	486	$7,231
Emery County	Leased	30-Nov-10	$126,000	7,442	$16.93	369	1,427	1,273	2,609	$48.30	12	620	$10,500
Heber City(4)	Leased	31-Dec-09	$71,100	3,613	$19.68	414	330	3,039	3,216	$22.11	9	401	$7,900
Junction	Leased	28-Feb-10	$4,100	265	$15.47	12	26	186	190	$21.53	1	265	$4,100
Kanab	Leased	30-Sep-10	$82,800	4,887	$16.94	79	120	711	774	$107.05	2	2,444	$41,400
Loa	Leased	30-Jun-11	$5,600	355	$15.77	5	11	248	224	$24.96	1	355	$5,600
Logan	Owned		$89,400	20,089	$4.45	3,067	15,337	12,174	25,991	$3.44	50	402	$1,788
Logan Elig Svcs (5)	Leased	30-Jun-11	$72,100	4,139	$17.42				0				
Manti	Leased	31-Dec-11	$86,300	5,427	$15.90	838	754	3,319	4,174	$20.67	14	388	$6,164
Metro Parking	Leased	30-Jun-26	$84,900	250 Stalls	$340/Stall				0				
Metro Parking	Owned		$82,300	84,800	$0.97				0				
Metro SLC	Owned		$177,100	36,008	$4.92	9,275	12,689	24,298	39,323	$4.50	94	383	$1,884
Midvale	Owned		$135,600	30,000	$4.52	8,949	11,607	36,291	48,320	$2.81	83	361	$1,634
Moab	Leased	30-Jun-11	$195,600	7,969	$24.55	636	675	2,026	2,836	$68.96	17	469	$11,506
Nephi	Leased	31-May-10	$56,500	3,150	$17.94	240	303	1,192	1,475	$38.31	5	630	$11,300
North Admin	Owned		$604,400	143,500	$4.21				0		543	264	$1,113
Ogden Regional	Owned		$168,700	30,045	$5.61				0		50	601	$3,374
Ogden South	Owned		$136,400	23,800	$5.73	8,672	25,496	28,220	53,030	$2.57	62	384	$2,200
Panguitch	Leased	30-Jun-13	$36,600	2,169	$16.87	27	83	609	611	$59.89	3	723	$12,200
Park City(3)	Leased	31-Dec-09	$12,600	516	$24.42	104	82	760	804	$15.67	2	258	$6,300
PEP/TPO (For Sale)	Owned		$9,600	3,500	$2.74				0				
Price	Leased	30-Jun-13	$324,500	17,151	$18.92	1,353	6,395	3,957	9,949	$32.62	31	553	$10,468
Provo	Owned		$147,900	26,600	$5.56	4,677	4,336	21,150	25,639	$5.77	56	475	$2,641
Provo Regional	Owned		$114,400	24,654	$4.64				0		39	632	$2,933
Richfield	Owned		$36,100	5,600	$6.45	643	833	3,359	4,110	$8.78	12	467	$3,008
Richfield Parking	Leased	31-Oct-12	$2,000	8 Stalls	$250/Stall				0				
Richfield Regional	Owned		$21,600	5,584	$3.87				0		3	1,861	$7,200
Roosevelt	Leased	30-Jun-13	$120,700	8,326	$14.50	764	6,404	3,360	8,949	$13.49	27	308	$4,470
Roy	Leased	30-Nov-10	$374,400	16,197	$23.12	2,450	5,085	8,392	13,538	$27.66	42	386	$8,914
South County SL	Owned		$176,300	36,500	$4.83	9,865	11,433	34,543	47,465	$3.71	48	760	$3,673
South Davis	Leased	31-Oct-10	$249,300	10,994	$22.68	1,931	11,437	7,030	17,338	$14.38	29	379	$8,597
Spanish Fork	Leased	31-Mar-10	$284,500	12,818	$22.20	2,512	1,612	11,428	13,219	$21.52	47	273	$6,053
St George	Leased	30-Nov-11	$458,200	24,000	$19.09	3,083	7,617	17,341	23,835	$19.22	56	429	$8,182
St George Regional	Owned		$44,700	7,400	$6.04				0		17	435	$2,629
St George Elig Svcs(6)	Leased	31-Dec-11	$37,200	4,510	$8.25				0				
Tooele	Leased	31-Dec-13	$151,800	8,121	$18.69	2,582	3,450	7,059	11,127	$13.64	12	677	$12,650
Vernal	Owned		$46,600	8,816	$5.29	672	9,208	2,872	10,839	$4.30	22	401	$2,118
Warehouse	Leased	30-May-12	$27,600	5,360	$5.15				0				
West Valley	Leased	30-Nov-13	$305,900	18,723	$16.34	5,408	6,456	17,256	24,752	$12.36	27	693	$11,330

Notes:
(1) DWS reports that approximately 15% of their foot traffic applies for more than one service. This factor attempts to remove duplicated customers from the total number served.
(2) Does not include telecommuters.
(3) The Central Region Eligibility Service Center does not serve foot traffic. However, it handles the department's phone business, which is approximately 40% of the department's workload.
(4) DWS databases assign all work for the Park City and Heber City facilities to Heber City. For purposes of this analysis, the Analyst assumed 20% of the combined workload is processed at Park City, and 80% in Heber City.
(5) The Logan Eligibility Services Center is no longer occupied by DWS.
(6) DWS inherited the Eligibility Services building in St George. They do not use the building, but sublease it to the State Office of Rehabilitation. DWS is paying a net of $8.82/square foot for a building they don't use.

Table 5

Table 6 shows the top twenty most expensive facilities **by total cost**. Facilities costs of owned buildings include operations and maintenance, but do not include capital improvements.

DWS Facilities Expenditures Sorted by Total Cost

Facility	Leased/ Owned	Lease Expires	Annual Cost	Square Feet	Annual Cost Per Sq Foot	FY 2009 Foot Traffic Sample: Case Mangmt	Labor Exchange	Public Assist	Overlap Factor	Annual Cost Per Customer	Staff	Sq Feet Per Staff	Annual Cost Per Staff
North Admin	Owned		$604,400	143,500	$4.21				0		543	264	$1,113
CRESC	Leased	31-Dec-10	$526,900	24,196	$21.78				0		151	160	$3,489
St George	Leased	30-Nov-11	$458,200	24,000	$19.09	3,083	7,617	17,341	23,835	$19.22	56	429	$8,182
Roy	Leased	30-Nov-10	$374,400	16,197	$23.12	2,450	5,085	8,392	13,538	$27.66	42	386	$8,914
Downtown SLC	Leased	31-Mar-10	$347,100	23,328	$14.88	6,330	10,833	18,479	30,296	$11.46	48	486	$7,231
Am Fork eREP (Closed)	Leased	31-Oct-09	$336,700	Closed					0				
Price	Leased	30-Jun-13	$324,500	17,151	$18.92	1,353	6,395	3,957	9,949	$32.62	31	553	$10,468
West Valley	Leased	30-Nov-13	$305,900	18,723	$16.34	5,408	6,456	17,256	24,752	$12.36	27	693	$11,330
Spanish Fork	Leased	31-Mar-10	$284,500	12,818	$22.20	2,512	1,612	11,428	13,219	$21.52	47	273	$6,053
American Fork	Leased	31-Mar-11	$284,100	12,326	$23.05	2,579	2,342	12,103	14,470	$19.63	34	363	$8,356
South Davis	Leased	31-Oct-10	$249,300	10,994	$22.68	1,931	11,437	7,030	17,338	$14.38	29	379	$8,597
Moab	Leased	30-Jun-11	$195,600	7,969	$24.55	636	675	2,026	2,836	$68.96	17	469	$11,506
Metro SLC	Owned		$177,100	36,008	$4.92	9,275	12,689	24,298	39,323	$4.50	94	383	$1,884
South County SL	Owned		$176,300	36,500	$4.83	9,865	11,433	34,543	47,465	$3.71	48	760	$3,673
Blanding	Leased	30-Jun-17	$173,000	10,731	$16.12	941	548	3,043	3,852	$44.91	22	488	$7,864
Ogden Regional	Owned		$168,700	30,045	$5.61				0		50	601	$3,374
Brigham City	Leased	31-Oct-12	$155,500	9,410	$16.52	2,447	3,594	5,603	9,897	$15.71	29	324	$5,362
Tooele	Leased	31-Dec-13	$151,800	8,121	$18.69	2,582	3,450	7,059	11,127	$13.64	12	677	$12,650
Provo	Owned		$147,900	26,600	$5.56	4,677	4,336	21,150	25,639	$5.77	56	475	$2,641
Ogden South	Owned		$136,400	23,800	$5.73	8,672	25,496	28,220	53,030	$2.57	62	384	$2,200

Table 6

Table 7 shows the top twenty most expensive facilities **per square foot**.

DWS Facilities Expenditures Sorted by Cost per Square Foot

Facility	Leased/ Owned	Lease Expires	Annual Cost	Square Feet	Annual Cost Per Sq Foot	FY 2009 Foot Traffic Sample: Case Mangmt	Labor Exchange	Public Assist	Overlap Factor	Annual Cost Per Customer	Staff	Sq Feet Per Staff	Annual Cost Per Staff
Moab	Leased	30-Jun-11	$195,600	7,969	$24.55	636	675	2,026	2,836	$68.96	17	469	$11,506
Park City	Leased	31-Dec-09	$12,600	516	$24.42	104	82	760	804	$15.67	2	258	$6,300
Roy	Leased	30-Nov-10	$374,400	16,197	$23.12	2,450	5,085	8,392	13,538	$27.66	42	386	$8,914
American Fork	Leased	31-Mar-11	$284,100	12,326	$23.05	2,579	2,342	12,103	14,470	$19.63	34	363	$8,356
South Davis	Leased	31-Oct-10	$249,300	10,994	$22.68	1,931	11,437	7,030	17,338	$14.38	29	379	$8,597
Spanish Fork	Leased	31-Mar-10	$284,500	12,818	$22.20	2,512	1,612	11,428	13,219	$21.52	47	273	$6,053
CRESC	Leased	31-Dec-10	$526,900	24,196	$21.78				0		151	160	$3,489
Heber City	Leased	31-Dec-09	$71,100	3,613	$19.68	414	330	3,039	3,216	$22.11	9	401	$7,900
St George	Leased	30-Nov-11	$458,200	24,000	$19.09	3,083	7,617	17,341	23,835	$19.22	56	429	$8,182
Price	Leased	30-Jun-13	$324,500	17,151	$18.92	1,353	6,395	3,957	9,949	$32.62	31	553	$10,468
Tooele	Leased	31-Dec-13	$151,800	8,121	$18.69	2,582	3,450	7,059	11,127	$13.64	12	677	$12,650
Nephi	Leased	31-May-10	$56,500	3,150	$17.94	240	303	1,192	1,475	$38.31	5	630	$11,300
Logan Elig Svcs	Leased	30-Jun-11	$72,100	4,139	$17.42				0				
Kanab	Leased	30-Sep-10	$82,800	4,887	$16.94	79	120	711	774	$107.05	2	2,444	$41,400
Emery County	Leased	30-Nov-10	$126,000	7,442	$16.93	369	1,427	1,273	2,609	$48.30	12	620	$10,500
Panguitch	Leased	30-Jun-13	$36,600	2,169	$16.87	27	83	609	611	$59.89	3	723	$12,200
Brigham City	Leased	31-Oct-12	$155,500	9,410	$16.52	2,447	3,594	5,603	9,897	$15.71	29	324	$5,362
West Valley	Leased	30-Nov-13	$305,900	18,723	$16.34	5,408	6,456	17,256	24,752	$12.36	27	693	$11,330
Blanding	Leased	30-Jun-17	$173,000	10,731	$16.12	941	548	3,043	3,852	$44.91	22	488	$7,864
Manti	Leased	31-Dec-11	$86,300	5,427	$15.90	838	754	3,319	4,174	$20.67	14	388	$6,164

Table 7

Table 8 shows the top twenty most expensive facilities **per walk-in customer**.

DWS Facilities Expenditures Sorted by Cost per Customer

Facility	Leased/ Owned	Lease Expires	Annual Cost	Square Feet	Annual Cost Per Sq Foot	FY 2009 Foot Traffic Sample: Case Mangmt	Labor Exchange	Public Assist	Overlap Factor	Annual Cost Per Customer	Staff	Sq Feet Per Staff	Annual Cost Per Staff
Kanab	Leased	30-Sep-10	$82,800	4,887	$16.94	79	120	711	774	$107.05	2	2,444	$41,400
Moab	Leased	30-Jun-11	$195,600	7,969	$24.55	636	675	2,026	2,836	$68.96	17	469	$11,506
Panguitch	Leased	30-Jun-13	$36,600	2,169	$16.87	27	83	609	611	$59.89	3	723	$12,200
Emery County	Leased	30-Nov-10	$126,000	7,442	$16.93	369	1,427	1,273	2,609	$48.30	12	620	$10,500
Blanding	Leased	30-Jun-17	$173,000	10,731	$16.12	941	548	3,043	3,852	$44.91	22	488	$7,864
Nephi	Leased	31-May-10	$56,500	3,150	$17.94	240	303	1,192	1,475	$38.31	5	630	$11,300
Price	Leased	30-Jun-13	$324,500	17,151	$18.92	1,353	6,395	3,957	9,949	$32.62	31	553	$10,468
Roy	Leased	30-Nov-10	$374,400	16,197	$23.12	2,450	5,085	8,392	13,538	$27.66	42	386	$8,914
Loa	Leased	30-Jun-11	$5,600	355	$15.77	5	11	248	224	$24.96	1	355	$5,600
Beaver	Leased	31-Aug-10	$28,700	1,960	$14.64	265	278	940	1,261	$22.77	3	653	$9,567
Heber City	Leased	31-Dec-09	$71,100	3,613	$19.68	414	330	3,039	3,216	$22.11	9	401	$7,900
Junction	Leased	28-Feb-10	$4,100	265	$15.47	12	26	186	190	$21.53	1	265	$4,100
Spanish Fork	Leased	31-Mar-10	$284,500	12,818	$22.20	2,512	1,612	11,428	13,219	$21.52	47	273	$6,053
Manti	Leased	31-Dec-11	$86,300	5,427	$15.90	838	754	3,319	4,174	$20.67	14	388	$6,164
American Fork	Leased	31-Mar-11	$284,100	12,326	$23.05	2,579	2,342	12,103	14,470	$19.63	34	363	$8,356
St George	Leased	30-Nov-11	$458,200	24,000	$19.09	3,083	7,617	17,341	23,835	$19.22	56	429	$8,182
Delta	Leased	30-Jun-10	$42,200	3,152	$13.39	576	508	1,503	2,199	$19.19	7	450	$6,029
Brigham City	Leased	31-Oct-12	$155,500	9,410	$16.52	2,447	3,594	5,603	9,897	$15.71	29	324	$5,362
Park City	Leased	31-Dec-09	$12,600	516	$24.42	104	82	760	804	$15.67	2	258	$6,300
South Davis	Leased	31-Oct-10	$249,300	10,994	$22.68	1,931	11,437	7,030	17,338	$14.38	29	379	$8,597

Table 8

Table 9 shows the top twenty most expensive facilities **per assigned staff**.

DWS Facilities Expenditures Sorted by Cost per Staff

Facility	Leased/ Owned	Lease Expires	Annual Cost	Square Feet	Annual Cost Per Sq Foot	FY 2009 Foot Traffic Sample: Case Mangmt	Labor Exchange	Public Assist	Overlap Factor	Annual Cost Per Customer	Staff	Sq Feet Per Staff	Annual Cost Per Staff
Kanab	Leased	30-Sep-10	$82,800	4,887	$16.94	79	120	711	774	$107.05	2	2,444	$41,400
Tooele	Leased	31-Dec-13	$151,800	8,121	$18.69	2,582	3,450	7,059	11,127	$13.64	12	677	$12,650
Panguitch	Leased	30-Jun-13	$36,600	2,169	$16.87	27	83	609	611	$59.89	3	723	$12,200
Moab	Leased	30-Jun-11	$195,600	7,969	$24.55	636	675	2,026	2,836	$68.96	17	469	$11,506
West Valley	Leased	30-Nov-13	$305,900	18,723	$16.34	5,408	6,456	17,256	24,752	$12.36	27	693	$11,330
Nephi	Leased	31-May-10	$56,500	3,150	$17.94	240	303	1,192	1,475	$38.31	5	630	$11,300
Emery County	Leased	30-Nov-10	$126,000	7,442	$16.93	369	1,427	1,273	2,609	$48.30	12	620	$10,500
Price	Leased	30-Jun-13	$324,500	17,151	$18.92	1,353	6,395	3,957	9,949	$32.62	31	553	$10,468
Beaver	Leased	31-Aug-10	$28,700	1,960	$14.64	265	278	940	1,261	$22.77	3	653	$9,567
Roy	Leased	30-Nov-10	$374,400	16,197	$23.12	2,450	5,085	8,392	13,538	$27.66	42	386	$8,914
South Davis	Leased	31-Oct-10	$249,300	10,994	$22.68	1,931	11,437	7,030	17,338	$14.38	29	379	$8,597
American Fork	Leased	31-Mar-11	$284,100	12,326	$23.05	2,579	2,342	12,103	14,470	$19.63	34	363	$8,356
St George	Leased	30-Nov-11	$458,200	24,000	$19.09	3,083	7,617	17,341	23,835	$19.22	56	429	$8,182
Heber City	Leased	31-Dec-09	$71,100	3,613	$19.68	414	330	3,039	3,216	$22.11	9	401	$7,900
Blanding	Leased	30-Jun-17	$173,000	10,731	$16.12	941	548	3,043	3,852	$44.91	22	488	$7,864
Downtown SLC	Leased	31-Mar-10	$347,100	23,328	$14.88	6,330	10,833	18,479	30,296	$11.46	48	486	$7,231
Richfield Regional	Owned		$21,600	5,584	$3.87				0		3	1,861	$7,200
Park City	Leased	31-Dec-09	$12,600	516	$24.42	104	82	760	804	$15.67	2	258	$6,300
Manti	Leased	31-Dec-11	$86,300	5,427	$15.90	838	754	3,319	4,174	$20.67	14	388	$6,164
Spanish Fork	Leased	31-Mar-10	$284,500	12,818	$22.20	2,512	1,612	11,428	13,219	$21.52	47	273	$6,053

Table 9

Figure 11 shows the 34 employment centers, with blue dots representing leased facilities, and red dots representing state-owned facilities.

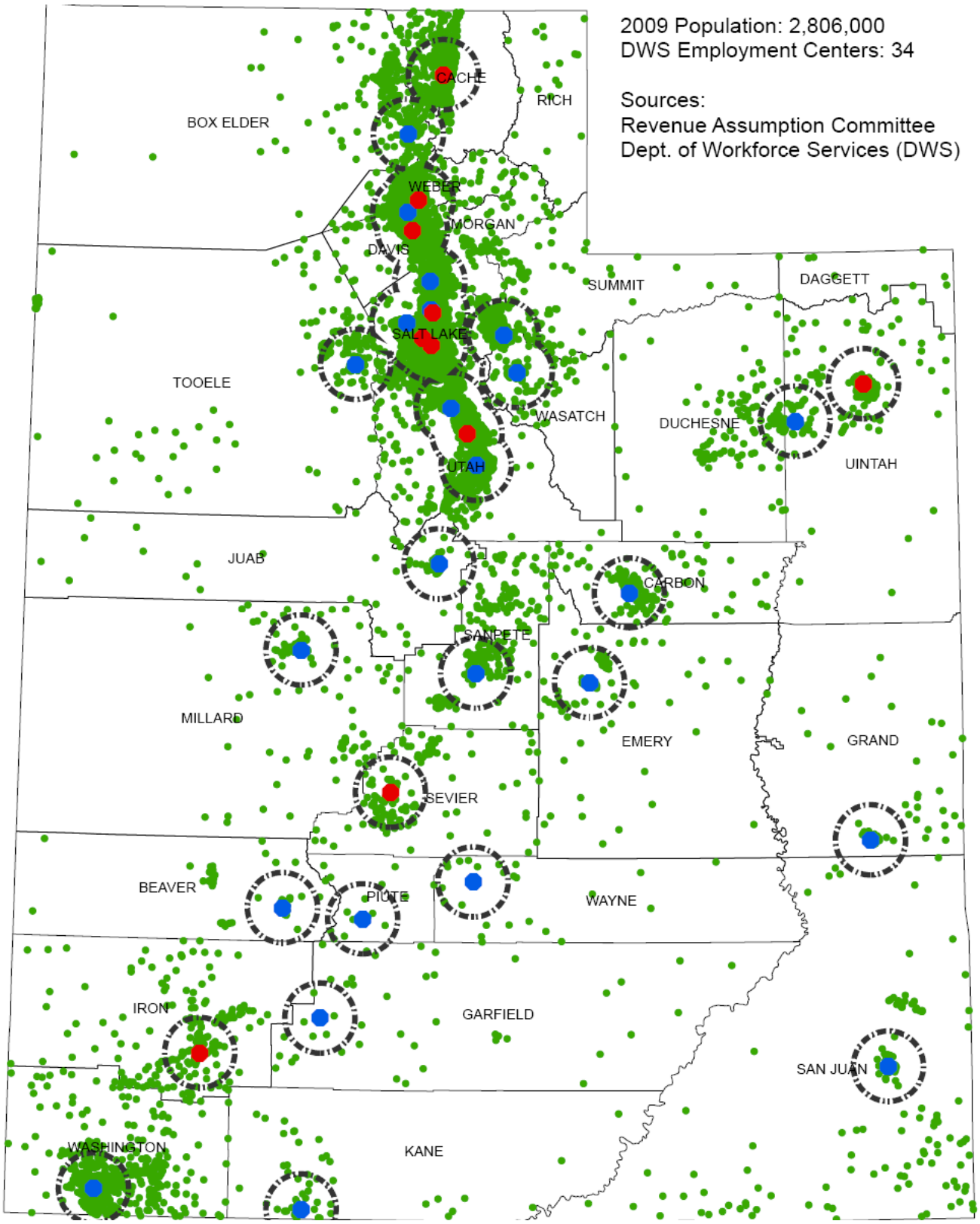


Figure 11

RECOMMENDATION:

The Analyst recommends that DWS be required to continue consolidation of facilities. The data show several possibilities:

1. Find alternative locations for lease, or negotiate better rates, in Beaver, Emery County, Kanab, Moab, Nephi, Panguitch, Price, and Roy. These are the department's most expensive buildings to operate per unit. However, the department should not terminate leases prior to expiration in order to preserve the state's credibility.
2. Consolidate employment centers that are geographically close to one another. For example:
    a. Vernal and Roosevelt;
    b. South Davis and Roy;
    c. Downtown (200 S. 200 W.) and Metro (700 S. 200 E.);
    d. Beaver, Junction, and Loa;
    e. St. George and Kanab
3. Consolidate administrative offices and regional centers with employment centers. DWS occupies portions of five regional centers in cities that have separate employment centers.
4. Do not renew the lease at the St George Eligibility Services building. DWS is subleasing it to the State Office of Rehabilitation at a net loss to DWS. The lease expires December 31, 2011.
5. Do not renew the lease at the Logan Eligibility Services facility on Golf Course Road. DWS is no longer using the space. The lease ends on June 30, 2011.
6. The department's capital facilities requests should focus on replacing existing leased space with state-owned space, particularly in areas where the agency is likely stay long-term and is able to consolidate facilities.

DWS APPROPRIATION UNITS

The Department of Workforce Services currently operates 40 different assistance programs. The Legislature appropriates to these programs in nine different appropriations units in one line item. The appropriation units and their individual programs are listed below.

Family Employment Program

- Financial Assistance Single Parent
- Two Parent Case Management
- Y Funds (TANF)
- Emergency Assistance (TANF)

Child Care

- Child Care Resource and Referral (CCRR)
- Child Care Subsidy
- Child Care Professional Development and Training
- Child Care Quality Grants to Providers
- After School Programs

State Funded Programs/General Assistance

- General Assistance Program
- Z Funds (Crisis Intervention Payments)
- Work to Employment (WTE)
- Transient Assistance Funds
- Two Parent Cash Grant
- Displaced Homemaker

Supplemental Nutritional Assistance Program (SNAP) (Food Stamps)

- Food Stamp Benefit Assistance
- Employment and Training (E & T)
- Able Bodied Adults Without Dependents (ABAWD) Program

- Employment and Training (E&T) Participation Grant
- Food Stamp Application Outreach Grant

Employment and Training Programs

- Wagner Peyser
- Trade Act Programs
- Veterans Programs

Workforce Investment Act (WIA)

- Adult
- Dislocated Worker
- Youth
- Rapid Response
- National Emergency Grants

Unemployment Insurance

- Intrastate
- Combined Wage Claims (CWC)
- Unemployment Compensation for Federal Employees (UCFE)
- Ex-Military Employees (UCX)
- Interstate (IS)
- Federally funded Unemployment Compensation (UC) Programs:
    - Disaster Unemployment Assistance (DUA)
    - Trade Readjustment Allowances (TRA)
    - Extended Benefits(EB)
    - Federal Additional Compensation (FAC)
- Federal/State UC Programs: (Some may have been episodic for legislation)
    - Temporary Extended Unemployment Compensation (TEUC)
    - Emergency Unemployment Compensation (EUC_Tier I,II)

- Federal Supplemental Unemployment Benefits (FSB)

Medical Programs

- Medicaid
  - Long-Term Care
  - Utah Premium Partnership (UPP)
  - Primary Care Network
  - Prenatal Plus Medicaid
  - Family Medicaid
  - Prenatal Medicaid
  - New Born Medicaid and New Born Plus
  - Transitional Medical
  - Cancer Medicaid
  - Emergency Medicaid
  - Refugee Medicaid
  - Pregnancy Medicaid
  - Blind Medicaid
  - Disability Medicaid
  - Aged Medicaid
  - Cost Sharing (SLMB)
  - Child Medicaid
  - Waiver Programs
- Children's Health Insurance Program (CHIP)

All Other Programs

- Refugee Assistance Program
  - Cash

  - Medical
  - Foster Care
  - Health Screening
  - Pandemic Planning
  - School Impact
  - Elderly Refugees
  - Social Service
  - Targeted Assistance
  - Community Capacity Building
- Workforce Development Information Division (WDID)
  - Bureau of Labor Statistics
  - One-Stop Grant for Publications and Website
  - Data Analysis and Reporting
  - WIRED Grant – Workforce Investment in Regional Economics (Partnered with GOED)
- Contracted Services

This report will now provide program detail, appropriations history, performance measures, administrative versus direct benefits costs, and information from other states regarding each appropriation unit.

FAMILY EMPLOYMENT PROGRAM

The Family Employment Program (FEP) helps families with dependent children become self-sufficient by helping clients find jobs and providing financial support to eligible parents. The program may also help with child-care and/or other supportive services related to finding or keeping work. Working with an employment counselor, parents develop an employment plan that leads to self-sufficiency. To remain eligible, parents must follow the plan. In FY 2009 clients on average spent 20 of the last 60 months on this program.

FEP APPROPRIATIONS HISTORY

The FEP Program had an FY 2009 appropriation of $86,361,800, including 93% federal funds and 7% state tax funds. A large funding stream for the FEP is from the federal Temporary Assistance for Needy Families (TANF) grant and state maintenance-of-effort (MOE) funds. The TANF MOE mandate requires states to spend at least a specified amount of state funds for benefits and services to needy families each year. The amount states must spend each year is equal to 80% (or 75% if the state meets its participation rate requirements) of Federal Fiscal Year (FFY) 1994 state spending on welfare programs.

Sources of Finance - By Program	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
Family Employment Program	**105,487,400**	**93,300,600**	**87,776,500**	**74,545,900**	**86,361,800**	**99,503,200**
General Fund	19,267,900	19,460,700	22,848,400	12,481,900	6,248,300	18,614,400
Federal Funds		73,826,800	64,901,600	62,064,000	80,113,500	71,888,800
Federal Funds - ARRA						9,000,000
Dedicated Credit Revenue		13,100	26,500			
Beginning Nonlapsing						
Closing Nonlapsing	86,219,500					
Programs	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
Family Employment Program	**105,487,400**	**93,300,600**	**87,776,500**	**74,545,900**	**86,361,800**	**90,503,200**
Administration/Administrative Overhead	50,858,000	7,224,700	6,747,100	6,128,000	7,370,700	6,400,000
Operations, Program and Case Management		41,476,300	49,358,900	38,325,400	42,544,300	45,500,000
Customer Financial Benefits	54,629,400	44,599,600	31,670,500	30,092,500	36,446,800	38,603,200

Table 10

FEP ELIGIBILITY REQUIREMENTS

The FEP major eligibility requirements include the following:

Must be a family with dependent children, or a family where no dependent children reside but a woman is pregnant in her third trimester. Parents are expected to participate an average of 30 hours per week in certain work activities. Exceptions may exist depending on the circumstances of the family. An initial interview, FEP orientation, and preliminary employment planning are required to determine eligibility.

FEP PERFORMANCE MEASURES

DWS highlighted two federally-required measures to show the performance of the program. Figures 12 and 13 display the two performance measures, their explanations and a chart showing how they did relative to their federal target (the straight line in the graphs) where applicable.

1. Work Participation Rates - the number of those participating in federally defined work-related activities for prescribed hours/week; this figure plus the annual caseload reduction rate must exceed 50%. The data show the state is consistently under the target.

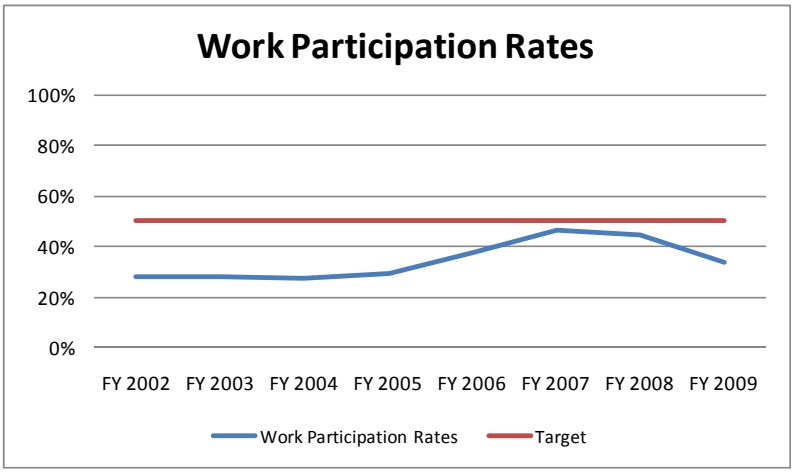


Figure 12

2. Caseloads - the average monthly count of distinct cases (households) that receive an issuance (benefit) funded by the program. This caseload includes FEP and TANF Child Only Cases.

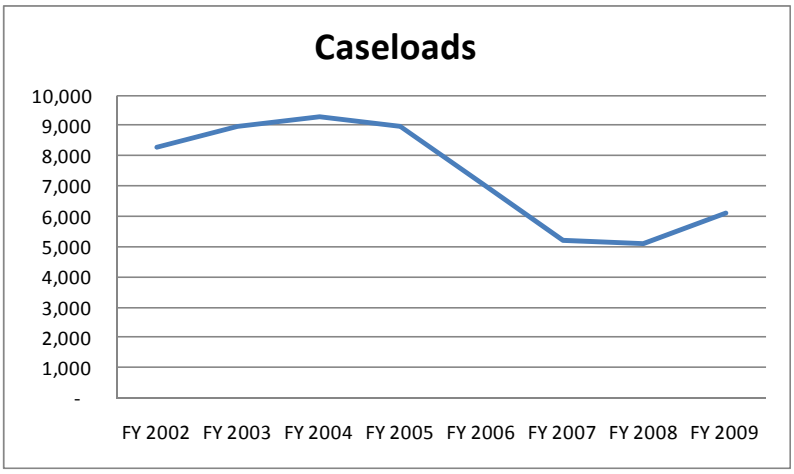


Figure 13

FEP BUDGET AND CASELOAD CHARTS

FEP Total Budget, State versus Federal Funds, with Caseload Trend, FY 2005-09

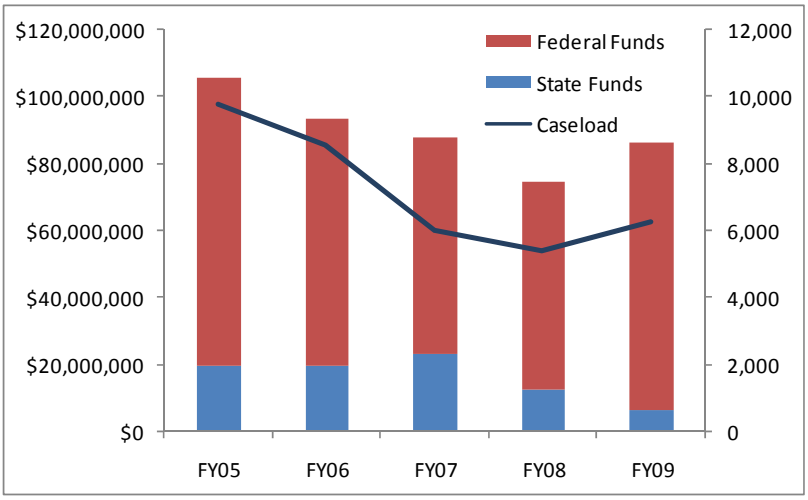


Figure 14

Figure 14 shows the total budget mix of federal and state funds over FY 2005-09, as well as the caseload trend. Generally, the total funding and caseloads tend to follow the same pattern.

FEP Total Expenditures Administrative, Versus Customer Benefits, FY 2005-09

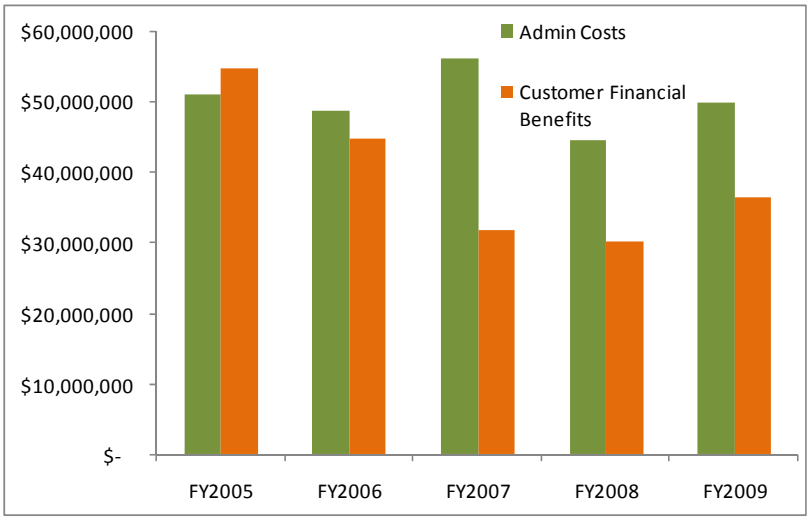


Figure 15

Figure 15 shows that in FY 2005-06, expenditures on administrative costs and customer financial benefits were nearly equal. In FY 2007 the administrative costs were close to twice customer benefits. In FY 2008 and 2009, customer benefits increased as a portion of total expenditures and were roughly 2/3 of what the administrative expenditures were.

Administrative costs or expenditures are considered as the following: Administration, Administrative Overhead; Operations, Program and Case Management.

FEP Average Expenditures per Case, Administrative Versus Customer Benefits, FY 2005-09

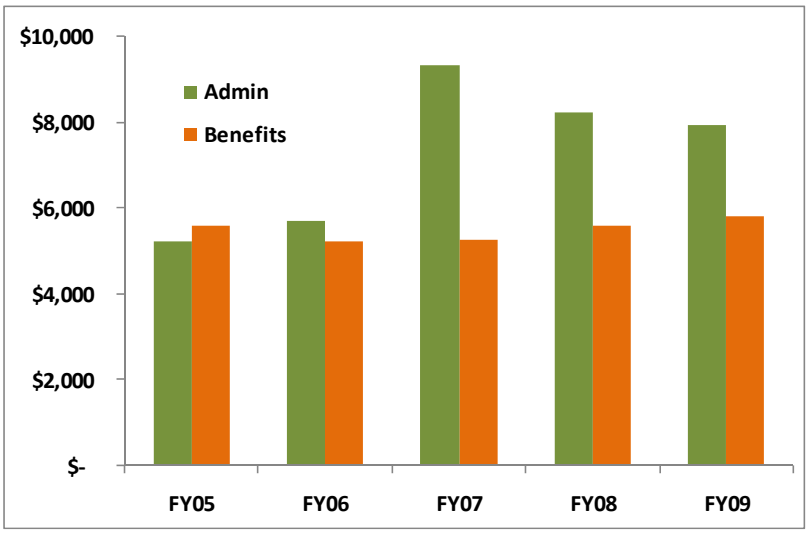


Figure 16

Figure 16 provides average expenditures per case for administrative costs and customer financial benefits. From FY 2006 to 2007 there is a significant increase in the administrative costs with a relatively stagnant growth in caseload.

Customer monitoring and participation verification activities increased significantly after the passage of the Deficit Reduction Act. This is likely a large contributor to the increase in administrative costs. In addition, case management is a direct client service and is not considered an administrative cost under TANF.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

CHILD CARE PROGRAM

The Child Care Program (CCP) operates to help "provide low-income families with the financial resources to find and afford quality child care for their children." Additionally, the CCP operates to enhance the quality and increase the supply of child care; increase the availability of early childhood development; and ensure the provision of before-and-after school care services. In FY 2009, clients, on average, spent 21 of the last 60 months on this program.

CHILD CARE PROGRAM OVERVIEW

Within the Child Care Program there are at least five major service and benefit areas including: Child Care Subsidy; Child Care Resource and Referral; Child Care Professional Development and Training; Child Care Quality Grants to Providers; and After School Programs. These federal program funds are used for such benefits and services as supplementing parents' child care costs, operating Utah's six child care resource and referral agencies, funding the Child Care Professional Development Institute at Salt Lake Community College, funding quality improvement and training grants to providers, and supporting After School programs (approximately 250 programs statewide).

CHILD CARE APPROPRIATIONS HISTORY

With the exception of FY 2008, the Child Care Programs have had an annual state appropriation from the General Fund of roughly $4.5 million. Federal funds make up the majority of funds for these programs and represent between 85%-90% of total funding depending on the year.

Sources of Finance	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
Child Care	**45,487,800**	**53,427,000**	**55,748,700**	**59,281,600**	**46,350,100**	**74,604,300**
General Fund	4,438,600	4,543,200	4,567,200	7,707,600	4,398,200	4,374,900
General Fund One-Time		1,393,000	2,574,800		100,000	300,000
GFR, Special Admin Exp Fund						3,000,000
Federal Funds		47,475,800	48,591,700	51,559,000	41,836,900	47,391,500
Federal Funds - ARRA						19,522,900
Transfers - CC Development	41,049,200	15,000	15,000	15,000	15,000	15,000
Programs	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
Child Care	**45,487,800**	**53,427,000**	**55,748,700**	**59,281,600**	**46,350,100**	**74,604,300**
Administration/Admin Overhead	15,172,000	2,671,300	2,787,400	2,964,100	1,576,800	2,148,800
Operations, Program and Case Mgt		9,776,600	6,703,300	9,912,900	2,509,600	14,419,900
Customer Financial Benefits	30,315,800	40,979,100	46,258,000	46,404,600	42,263,700	58,035,600

Table 11

CHILD CARE ELIGIBILITY REQUIREMENTS

The Child Care Programs provide services to both parents and providers. The major eligibility requirements for parents are their income level and their connections to other DWS programs.

CHILD CARE PERFORMANCE MEASURES

DWS highlighted the following federally-required performance measures to show the performance of the program. Figures 17 and 18 display two performance measures, their explanations, and how they did relative to their federal target (the straight line in the graphs) where applicable.

1. Timeliness of Determinations – The blue line shows the percentage of determinations made in 30 days or less. This includes approvals and denials. It is figured by dividing determinations (in 30 days) by the total number of determinations.

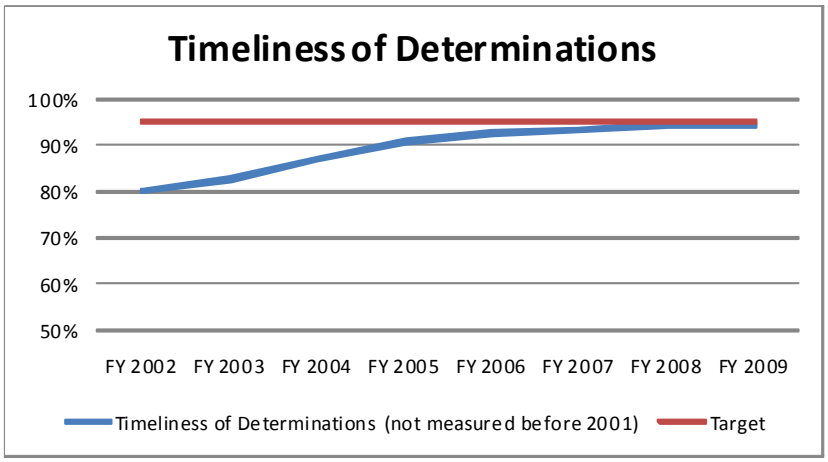


Figure 17

2. Caseloads - the average monthly count of distinct cases (households) that receive an issuance (benefit) funded by the program.

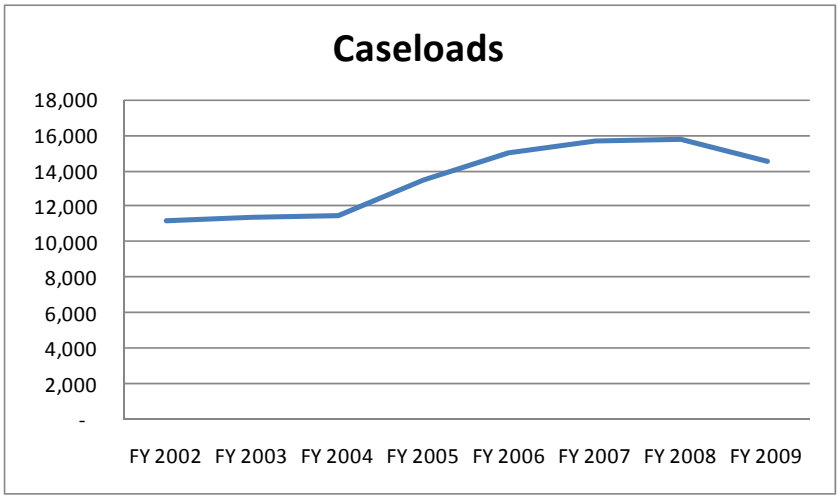


Figure 18

OTHER STATE EXAMPLES OF CHILD CARE

In terms of administrative costs, states have a federally mandated cap of 5%.[4] Slightly more than half (27) of the states spend up to this 5% cap while the other 23 spend less. Four states (CA, MO, PA, and TN) spend less than 2% of their funds on administration. Utah spends 5%.

[4] (658E(c)(3),98.13(a), 98.52)

CHILD CARE BUDGET AND CASELOAD CHARTS

Child Care Total Budget, State versus Federal Funds, with Caseload Trend, FY 2005-09

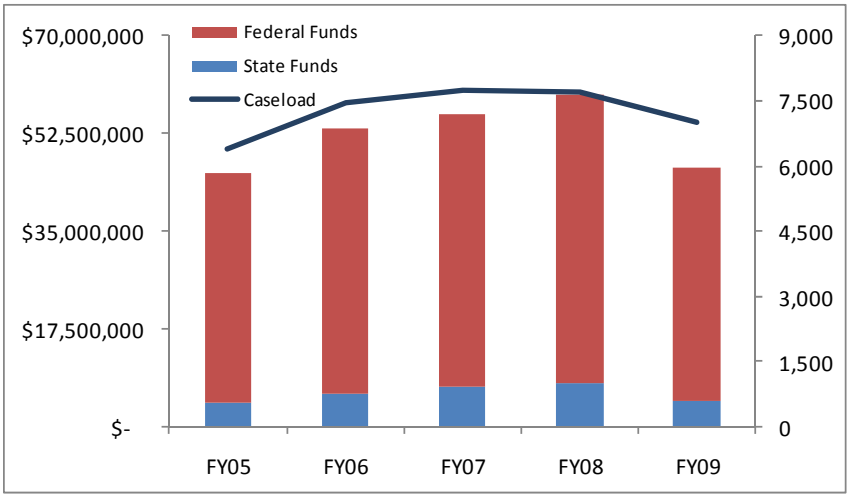


Figure 19 shows the total budget mix of federal and state funds from FY 2005 to FY 2009, as well as the caseload trend. Generally, the total funding and caseloads tend to follow the same pattern. The left axis is in dollars and right axis is for caseload.

Figure 19

Child Care Total Expenditures, Administrative Versus Customer Benefits, FY 2005-09

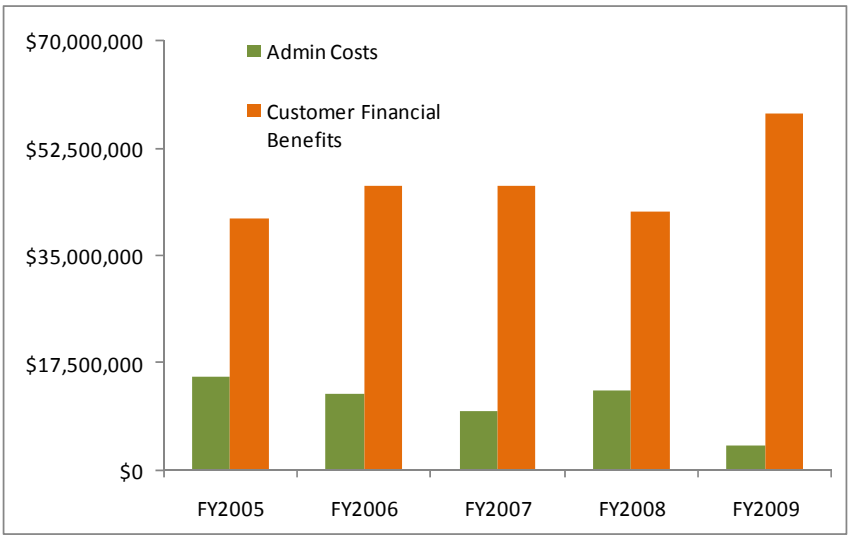


Figure 20 shows that over the five-year period from FY 2005 to FY 2009, expenditures on administrative costs generally declined while customer financial benefits remained relatively stable and then increased in FY 2009.

Figure 20

Child Care Average Expenditures per Case, Administrative Versus Customer Benefits, FY 2005-09

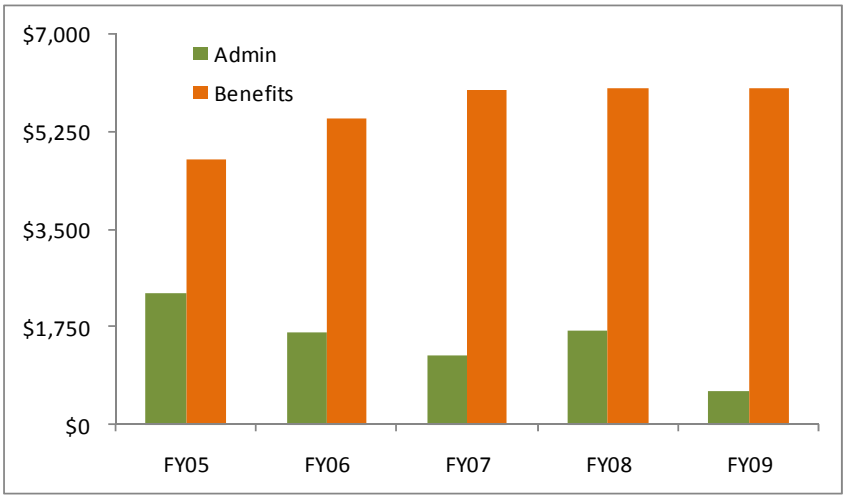


Figure 21

Figure 21 provides average expenditures per case for administrative costs and customer financial benefits. From FY 2006 to 2007 there is a significant increase in the administrative costs with a relatively stagnant growth in caseload.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

GENERAL ASSISTANCE PROGRAMS

The General Assistance/State Funded Programs "helps single adults and married couples that have no dependent children residing with them 50% or more of the time achieve economic independence through either employment or qualifying for Supplemental Security Income (SSI), or Social Security Disability Insurance (SSDI)" (Source: DWS program information). General Assistance is a temporary program that is used as a bridge until the recipient is approved for SSI or SSDI. The state receives a reimbursement from the Social Security Administration when recipients qualify for SSI. In FY 2009, clients, on average, spent 8 of the last 60 months on this program.

GENERAL ASSISTANCE APPROPRIATIONS HISTORY

Funding for the General Assistance Programs is from the General Fund and does not include any federal or other funds. The budget for these programs has remained relatively static over the past five years with the exception of ongoing reductions taken for FY 2010.

Sources of Finance - GA Program	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
State Funded/General Assistance	**10,615,500**	**9,886,600**	**10,355,100**	**9,096,800**	**10,245,200**	**6,096,800**
General Fund	10,615,500	7,438,600	5,455,100	7,096,800	7,728,800	3,725,000
General Fund One-Time		2,424,300	4,900,000	2,000,000	(240,900)	2,371,800
GFR - Special Admin Expense Fund					2,757,300	
Federal Funds						
Beginning Nonlapsing		23,700				
Closing Nonlapsing						
Program Expenditures	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
State Funded/General Assistance	**10,615,500**	**9,886,600**	**10,355,100**	**9,096,800**	**10,245,200**	**6,096,800**
Administration/Admin Overhead	1,496,400	561,100	968,800	851,100	919,100	500,000
Operations, Program and Case Mgt		1,549,000	3,849,600	3,041,300	3,122,000	1,111,200
Customer Financial Benefits	9,119,100	7,776,500	5,536,700	5,204,400	6,204,100	4,485,600

Table 12

GENERAL ASSISTANCE ELIGIBILITY REQUIREMENTS

The income and asset rules and standards of the FEP apply to GA with some variances depending upon the case. Applicants must be at least 18 years old and verify an impairment that prevents work for any hours in any occupation. If a customer has an impairment that will prevent them from working for at least twelve months, they are referred to an employment counselor who will help them apply for Social Security.

GENERAL ASSISTANCE PERFORMANCE MEASURES

DWS chose caseloads as the highlighted performance measure for the state-run General Assistance program. Average annual caseloads are shown below and are defined as the average monthly count of distinct cases (households) that receive an issuance (benefit) funded by the program.

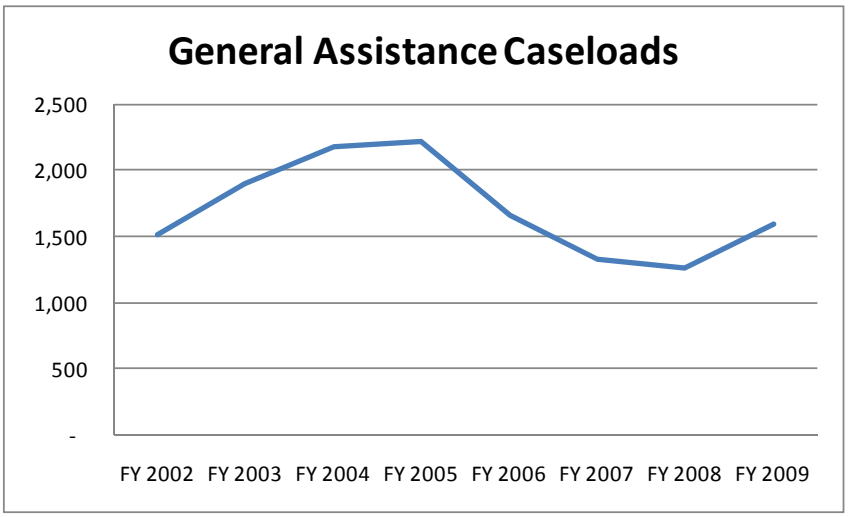


Figure 22

Figure 22 shows a key performance measure of caseloads for GA Programs – the number of participants is often indicative of the funds provided.

GENERAL ASSISTANCE BUDGET AND CASELOAD CHARTS

GA Total Budget, State Funds with Caseload Trend, FY 2005-09

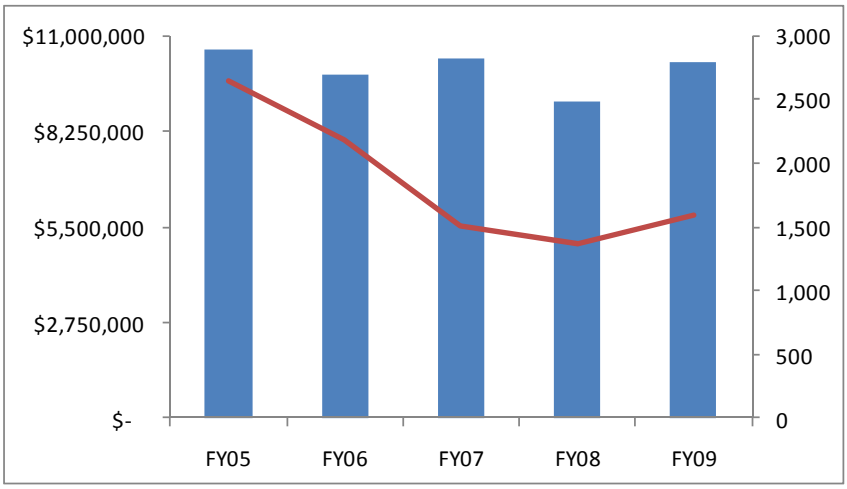


Figure 23

Figure 23 shows the total budget of state funds from FY 2005 to FY 2009 for the General Assistance/State Programs, as well as the caseload trend in red. No federal funds support these programs. Generally, the total funding and caseloads tend to follow the same pattern. A caseload increase is forecast for FY 2010 over the previous two fiscal years

GA Total Expenditures, Administrative Versus Customer Benefits, FY 2005-09

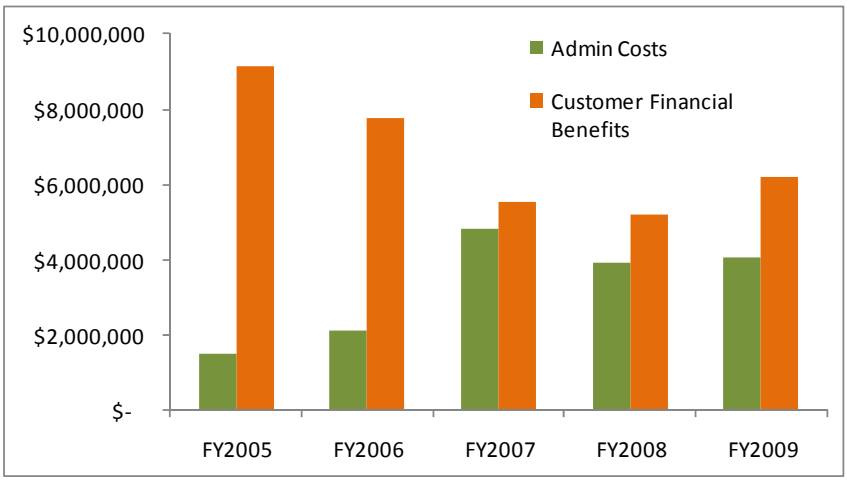


Figure 24

Figure 24 shows that administrative costs in the GA Program have risen since FY 2005 and were nearly equal the expenditures on actual "customer financial benefits" during FY 2007. Administrative Costs were approximately 2/3 of Customer Financial Benefits during FY 2009.

GA Average Expenditures, Per Case Administrative Versus Customer Benefits, FY 2005-09

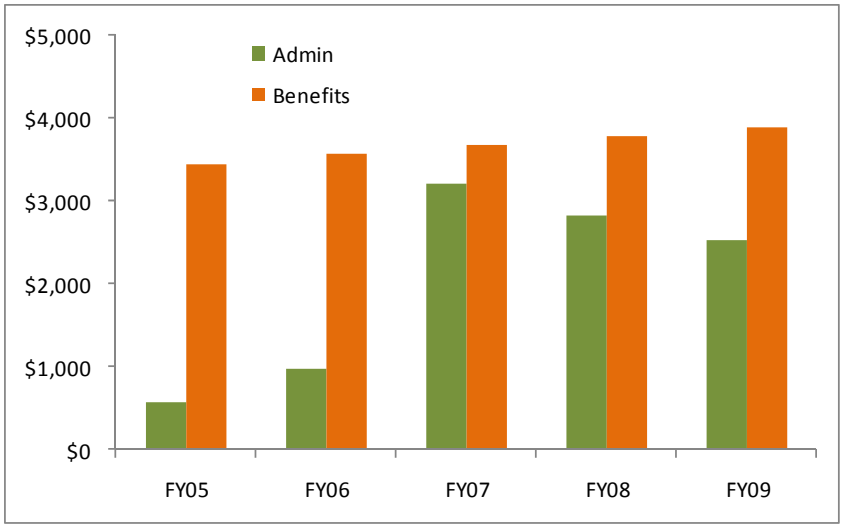


Figure 25

Figure 25 provides average expenditures per case for administrative costs and customer financial benefits. From FY 2006 to 2007 there is a significant increase in the administrative costs with a relatively stagnant growth in caseload.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

During the 2009 General Session, the Department of Workforce Services proposed eliminating the General Assistance program altogether because the department's other state funds are tied up in MOE requirements and draw down large amounts of federal funds. The FY 2011 base budget has already been cut by $2.2 million. As result of the proposed reductions, community members and DWS staff reviewed the GA program and made recommendations on how to serve customers more efficiently within available funding. Their goal was to reduce administrative costs by limiting the number of administrative handoffs and requirements that are imposed on customers. As a result, the program was modified on August 1, 2009 to reduce the time limit for GA from 24 months to 12 months in any 60-month period. The department anticipates that over twelve months, the caseload will reduce from 1,500 to approximately 855 customers based on time limit reductions. This number includes 140 Working Toward Employment (WTE) cases that closed when the program ended August 1, 2009.

The department also recommended bifurcating GA cases into "short" and "long" term cases. Short term cases are individuals that have an immediate barrier that the department could address, and then most often can return to self-sufficient activities. Long term cases are individuals needing more intensive attention and who are pursing SSI.

In the last five years, the number of GA customers pursing SSI benefits has averaged 73.5%. Currently, 78.5% of the General Assistance caseload is assigned to the long term track and are pursuing SSI benefits. The State of Utah receives a reimbursement from the Social Security Administration for individuals who have successfully applied and been accepted onto SSI. While DWS tracks current customers who successfully receive SSI, it has no way of tracking when former customers receive SSI. Over the last three years, the State of Utah has received approximately $5.8 million in these funds, an average per year of $1.8 million. These funds are returned to the General Fund. The Utah State Office of Rehabilitation currently administers SSI determinations for the Social Security Administration for the State of Utah.

The Choose to Work Utah is a project created from a partnership between the Utah State Office of Rehabilitation and the Utah Department of Workforce Services. The purpose of this project is to meet the expanding needs of Utah employers by providing them with qualified and job ready individuals. Choose to Work Utah employment specialists provide statewide job development and placement services to Utah job seekers with disabilities, offering employers a constant source of job applicants. Applicants' skills range from entry level to professional in virtually all job categories. Currently, there are 22 individuals that service this program (8 FTE from USOR and 14 (5 full- and 9 part-time) from DWS).

In view of the fact that USOR currently administers SSI determinations for the state, participates in the Choose to Work Utah program, and has a mission statement that is directly aligned with assisting the same population who qualify for GA, it appears the functions of GA could be taken on more efficiently and by USOR. The mission of USOR is to "assist eligible individuals in obtaining employment and increasing their independence." Eligible individuals for USOR assistance are those with a disability preventing them from working, similar to those who qualify for General Assistance from DWS.

RECOMMENDATIONS: The Analyst recommends the Legislature consider transferring the GA program from DWS to the Utah State Office of Rehabilitation during the 2010 General Session. The state may achieve administrative efficiencies and better customer service by placing all GA functions in one agency. Further, since the 2011 base budget includes reduced funding for GA, the Analyst recommends making the program a revolving program, with payments to qualified individuals being repaid by federal Supplemental Security Income payments. Setting up the revolving program would require a one-time appropriation.

SUPPLEMENTAL NUTRITIONAL ASSISTANCE PROGRAM (SNAP)

The Supplemental Nutritional Assistance Program (SNAP), also known as the Food Stamp Program, is one of the major federal food assistance programs and helps families by providing essential support to needy households and those transitioning from welfare to work. The major focus of the program is nutrition and it functions to provide low-income households with assistance through electronic benefits. These benefits can be utilized like cash at most grocery stores ensuring participants access to a healthy diet. In FY 2009, clients, on average, spent 28 of the last 60 months on this program.

SNAP APPROPRIATIONS HISTORY

All payments to customers are from federal funds, but program administration costs are split evenly between federal and state funds.

Sources of Finance - FS Program	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
Food Stamps	**175,237,200**	**184,343,200**	**176,301,600**	**188,023,600**	**260,745,800**	**272,216,100**
General Fund	19,477,000	18,440,600	20,341,500	22,635,300	22,998,900	21,315,300
General Fund One-Time		945,200	(300,000)		(4,301,800)	92,700
GFR - Special Admin Exp Fund					1,300,000	
Federal Funds		20,713,100	20,733,200	22,320,000	22,961,100	15,667,600
Federal Funds - ARRA						56,215,500
Food Stamp Trust		141,807,200	134,487,800	143,068,300	217,689,000	178,925,000
Dedicated Credits Revenue		299,900			98,600	
Beginning Nonlapsing		3,176,300	1,039,100			
Closing Nonlapsing	155,760,200	(1,039,100)				
Program Expenditures	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
Food Stamps	**175,237,200**	**184,343,200**	**176,301,600**	**188,023,600**	**260,745,800**	**272,216,100**
Administration/Admin Overhead	38,403,800	14,778,200	13,378,500	12,645,300	13,031,600	12,635,600
Operations, Program and Case Mgt		27,445,200	28,179,000	32,052,600	29,644,500	35,985,400
Customer Financial Benefits	136,833,400	142,119,800	134,744,100	143,325,700	218,069,700	223,595,100

Table 13

SNAP ELIGIBILITY REQUIREMENTS

Eligibility for the Food Stamp Program (FS) is based upon income guidelines and household composition. These guidelines are renewed each federal fiscal year and show the maximum monthly allotment (e.g., a family of four must be at or below 130% of the Federal Poverty Level and earn a gross income of no more than $2,297 per month, according to current guidelines).

SNAP PERFORMANCE MEASURES

DWS highlighted the following federally-required performance measures to show the performance of the program. Figures 26 through 28 provide three performance measures, their explanations and how they did relative to their federal target (the straight line in the graphs) where applicable.

1. The blue line shows the percentage of determinations made in 30 days or less. This includes approvals and denials. It is figured by dividing determinations (in 30 days) by the total number of determinations.

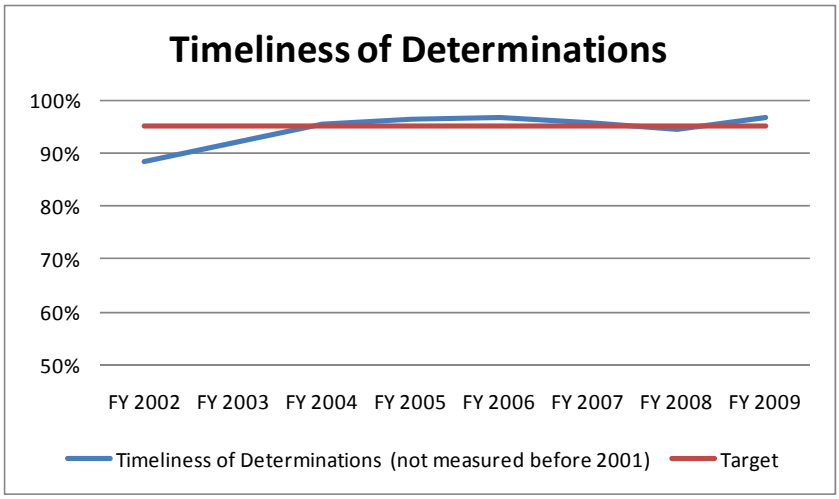


Figure 26

2. Payment Accuracy - Total SNAP dollars issued and reviewed by Food Stamp Quality Control (FSQC) correctly divided by the total dollars issued. Cumulative rate begins each October and is completed in September.

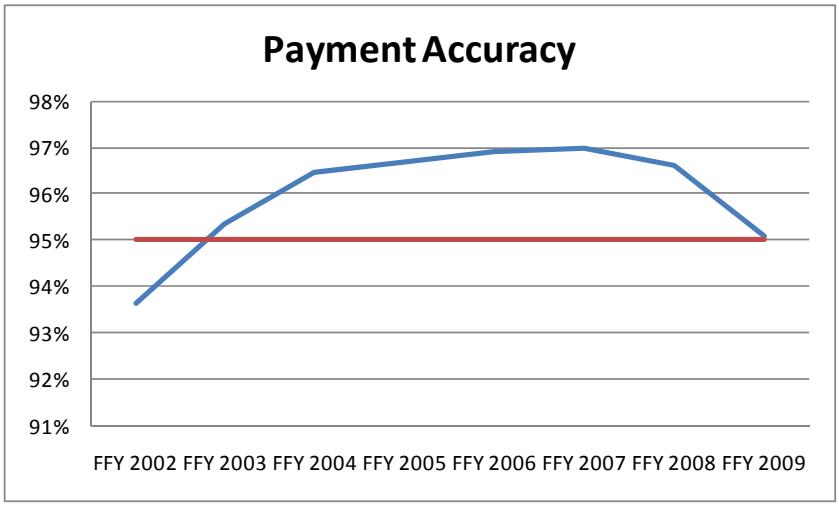


Figure 27

3. Caseloads - the average monthly count of distinct cases (households) that receive an issuance (benefit) funded by the program.

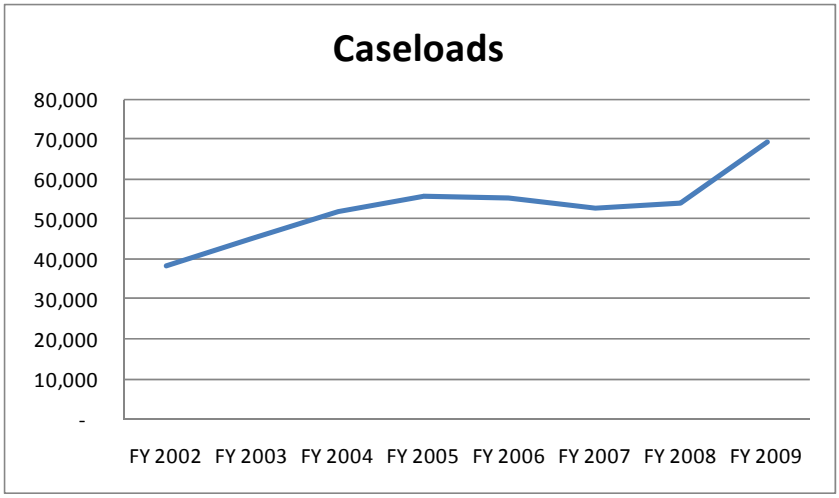


Figure 28

OTHER STATE EXAMPLES OF SNAP

The United States Department of Agriculture maintains a list of suggestions and efforts in other states for handling caseload better and more efficiently. The following suggestions all come from its source, http://www.fns.usda.gov/fsp/government/pdf/matrix.pdf current as of December 29, 2008:

1. Tactics from Other States, no Waiver Required:

    a. **Simplify/Streamline Application & Client Communication** (as done in 25 states) – shorter application with more information discussed with the worker for items no longer on the application.

    b. **Targeted Interviewing & Case Processing** (3 states) - instead of treating all cases equally, staff spends more time on most error-prone cases.

        a. 18 states do targeted case reviews with same goals as above

    c. **Protected Time for Case Workers** (8 states) – workers have time to process their caseloads without other distractions and responsibilities.

    d. **Simplify/Streamline Verifications Required of Clients** (3 states) – less verification required. This change may increase the payment error rate to individuals who do not qualify for Food Stamps.

    e. **Verification Unit** (5 large metropolitan areas) – clients get in and out quickly interacting only with dedicated unit, without disturbing workers.

2. Changes Requiring a Waiver:

a. **Deny an Application Before the 30th Day** (19 states) - if the household does not respond to a request for verification within 10 days, the application is denied.

b. **Supplemental Security Income cap** (18 states) - workers do not have to verify utility expenses. This increases the number of eligible persons.

c. **Align Reporting Requirements** (11 states) – allow households to report changes by the 10th day of the month following the month in which the change occurred. This reduces confusion about different deadline requirements

d. **Break in Service Waiver** (6 states) - if client's case was closed and they return to agency within certification period they can have case reopened without new application. For two of the six states this is done for returned mail only.

SNAP BUDGET AND CASELOAD CHARTS

SNAP Total Budget, State versus Federal Funds, with Caseload Trend, FY 2005-09

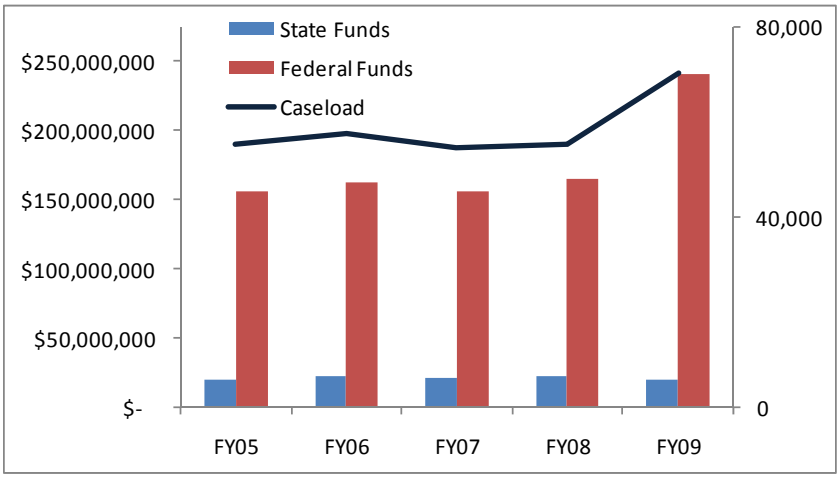


Figure 29 shows the total budget mix of federal and state funds from FY 2005 to FY 2009, as well as the caseload trend. Generally, the total funding and caseloads tend to follow the same pattern.

Figure 29

SNAP Program Total Expenditures, Administrative Versus Customer Benefits, FY 2005-09

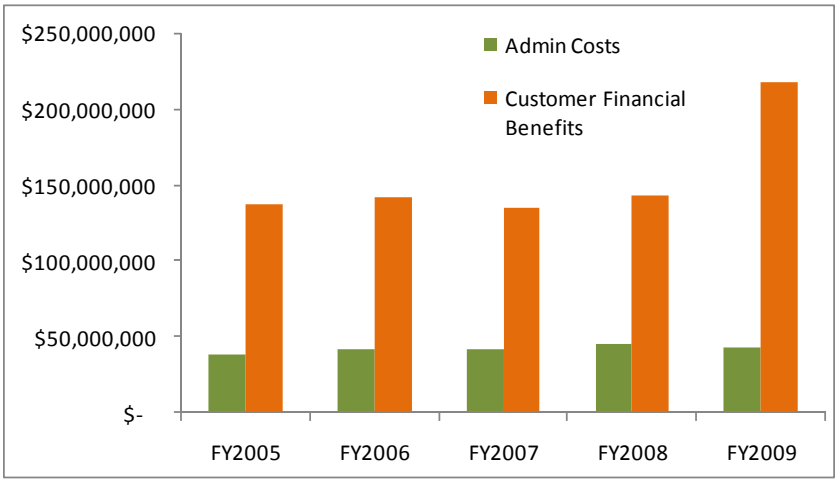


Figure 30 shows that from FY 2005 to FY 2009, expenditures on administrative costs remained consistent due to efficiencies in the eligibility determination process. There was an increase in customer benefits from FY 2008 to 2009 largely due to an infusion of ARRA funds during that fiscal year.

Figure 30

SNAP Program Average Expenditures, Per Case Administrative Versus Customer Benefits, FY 2005-09

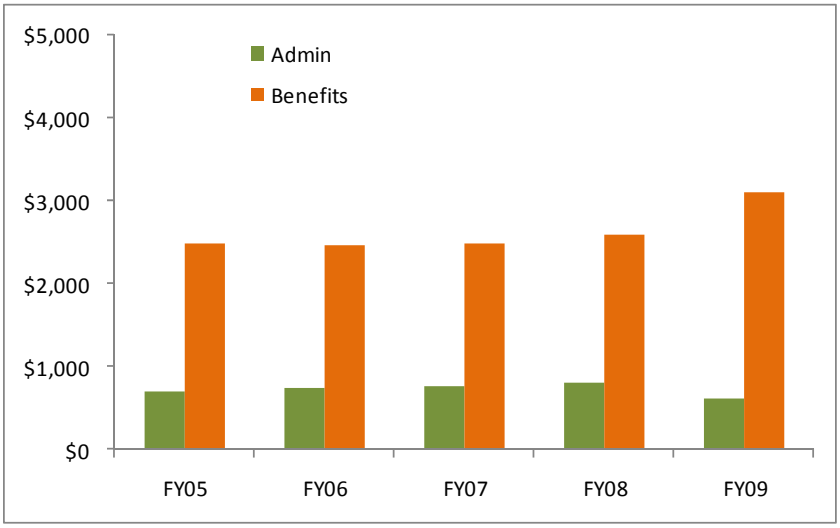


Figure 31

Figure 31 provides average expenditures per case for administrative costs and customer financial benefits. All years show a similar ratio of administration to benefits. There was a slight increase in customer benefits from FY 2008 to 2009.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

EMPLOYMENT AND TRAINING PROGRAMS

The Employment and Training Programs (ETP) as reported by DWS include Wagner Peyser, Trade and Veterans programs. Wagner-Peyser is part of the nationwide system of public employment offices known as the Employment Service and provides a variety of services to job seekers, as well as recruitment to employers with job openings. The Trade Act Program is designed to provide assistance to workers who lose their jobs, or experience reduced hours and wages, due to increased imports or if their companies shift production out of the United States.

ETP APPROPRIATIONS HISTORY

Funding for the ETP is entirely from federal funds with no matching state requirements.

Sources of Finance - ETP	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
Employment and Training Programs	**15,131,800**	**11,891,200**	**6,813,100**	**8,330,900**	**12,070,000**	**11,472,000**
General Fund						
Federal Funds	15,131,800	11,891,200	6,813,100	8,330,900	11,262,300	9,200,000
Federal Funds - ARRA						2,272,000
Dedicated Credits Revenue					807,700	
Program Expenditures	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
Employment and Training Programs	**15,131,800**	**11,891,200**	**6,813,100**	**8,330,900**	**12,070,000**	**11,472,000**
Administration/Admin Overhead	12,064,600		667,000	659,300	800,000	850,000
Operations, Program and Case Mgt		10,474,800	4,779,300	6,204,900	7,224,700	6,500,000
Customer Financial Benefits	3,067,200	1,416,400	1,366,800	1,466,700	4,045,300	4,122,000

Table 14

ETP ELIGIBILITY REQUIREMENTS

The Employment and Training Programs (ETP) major eligibility requirements vary depending upon the specific program, but generally include the following:

- Wagner-Peyser – an individual must be currently in the job seeking process;
- Trade Program – requires eligible participants to be those who have either lost their jobs or whose hours have been reduced due to a company's shifting operations outside the United States.

A person must also be a veteran of the Armed Services to receive veterans services. Because these are different programs, this program area does not have a standard number of cases as shown in other program areas.

ETP PERFORMANCE MEASURES

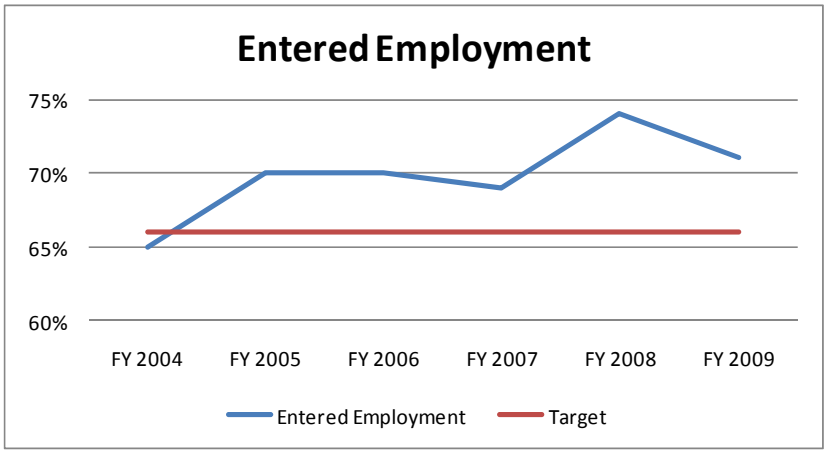


Figure 32

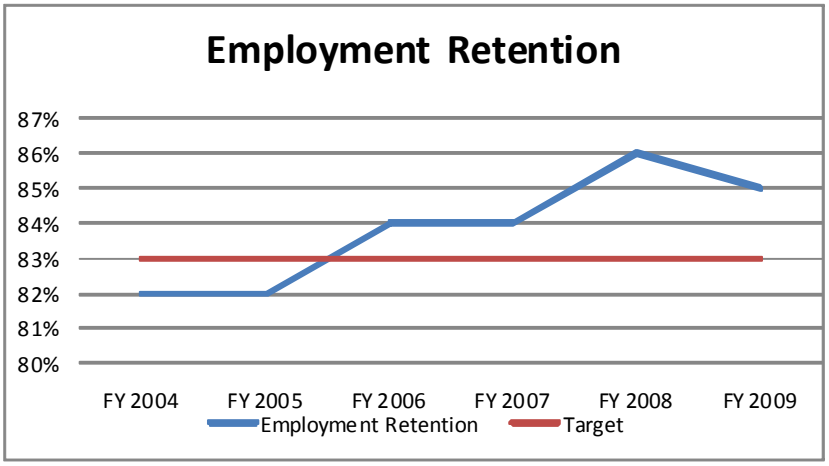


Figure 33

Figure 34

EMPLOYMENT AND TRAINING FOR VETERANS

As part of this in-depth budget review, the Analyst examined employment and training programs for veterans and compared them to services being provided by the Department of Veterans' Affairs (DVA) for potential duplication.

DWS employment and training services for veterans are 100 percent federally funded through an annual grant through the Department of Labor, Veterans Employment and Training Service. This $1 million annual grant is intended to fund efforts by a state's workforce agency to work exclusively with veterans, most of whom face some sort of barrier to employment. Homelessness would be an example of one such barrier. These efforts are governed by federal statute found at U.S. Code, Title 38, Veterans' Benefits, chapters 41 and 42.

Federal statute states that the programs will "ensure that each eligible veteran . . . who requests assistance . . . shall promptly be placed in a satisfactory job or job training opportunity or receive some other specific form of assistance designed to enhance such veteran's . . . employment prospects substantially" (Title 38, Part III, Chapter 41, Section 4107(1)). The statute also requires the Secretary of Labor to "determine whether or not the employment service agencies in each State have committed the necessary staff to ensure that the provisions . . . are carried out" (Title 38, Part III, Chapter 41, Section 4107(2)). DWS funds 15 FTE with the $1 million annual federal grant. These 15 FTE are solely dedicated to the above described purposes of the grant.

Federal statute also states that there should be a "priority of service" for veterans in all Department of Labor job training programs. This requirement extends to all DWS employment and training personnel (Title 38, Part III, Chapter 42, Section 4215).

As background to the Department of Veterans' Affairs, during its 2007 General Session, the Legislature enacted House Bill 426, *Change to Veterans' Affairs* (Hughes). This legislation created the Department of Veterans' Affairs and removed responsibility from the Utah National Guard to oversee the budgets and administration of Veterans' Affairs, the Veterans' Cemetery, and the Veterans' Nursing Home. For purposes of this comparison, the budget and personnel of the Veterans' Cemetery and the Veterans' Nursing Home are not included. The primary mission of the newly created agency was to assist former and present members of the United States Armed Forces, both active and reserve, and their families in preparing claims for and securing compensation, health services, education, and other federal and state veterans' benefits for service connected conditions. The DVA outreach officers travel the state to meet with veterans. They conduct their benefits outreach typically at DWS employment centers.

By way of comparison, the following two tables (tables 15 and 16), outline FY 2009 funding and expenditures for both the DVA and the DWS veteran's employment and training as well as the staff associated in both agencies with providing services specifically for veterans.

FY 2009 Actual Expenditures
Veteran's Affairs Administration & DWS Veteran's Emp. & Training

Revenue Category	Veterans' Administration Amounts	DWS Veteran's Employment Amounts
General Fund	655,500	0
Federal Funds	0	946,017
Dedicated Credits	69,500	0
Transfers	0	0
Beginning Balance	143,100	0
Closing Balance	(94,800)	0
Lapsing Balance	(70,600)	0
	702,700	**946,017**

Expenditure Category	Actuals	Actuals
Personnel Services	435,700	755,087
Travel/In State	5,800	8,630
Travel/Out of State	12,500	1,446
Current Expense	27,800	10,387
Data Processing Current Expense	29,400	470
Allocated Indirect Costs	0	169,998
Other Charges/Pass Through	191,500	0
	702,700	**946,018**

Table 15

Veteran Staff Comparisons - Workforce Services (DWS) and Veterans' Affairs (VA)

FTE	Agency	Staff Title	Description of Duties	Physical Location	Coordination with Other Agency (Y/N)
1.0	VA	Executive Director	Directs & oversees entire dept.	Salt Lake City	Little to no direct contact with DWS employees
1.0	VA	Assist. To Ex. Dir.	Manage of admin office & assist director, limited assistance w outreach	Salt Lake City	Little to no direct contact with DWS employees
1.0	VA	Financial Analyst	Financial & budget issues for dept	Salt Lake City	Little to no direct contact with DWS employees
1.0	VA	Outreach Specialist	Coordinate benefit outreach activities	Salt Lake City	Formal contact w DWS during annual Vet Benefit & Employment Fair - informal contact re outreach activities held at DWS offices
1.0	VA	Outreach Specialist	Coordinate benefit outreach activities	Salt Lake City	Formal contact w DWS during annual Vet Benefit & Employment Fair - informal contact re outreach activities held at DWS offices
1.0	VA	Outreach Specialist	Coordinate benefit outreach activities	Salt Lake City	Formal contact w DWS during annual Vet Benefit & Employment Fair - informal contact re outreach activities held at DWS offices
0.5	VA	Office Specialist	Assist office staff	Salt Lake City	Little to no direct contact with DWS employees
0.5	VA	Cemetery Coordinator & PR Rep	Assists with outreach, oversees Vet cemetery and PR for dept	Salt Lake City	Little to no direct contact with DWS employees
7.0	**Total Veterans' Affairs FTE**				
0.5	DWS	Disabled Veterans Outreach Program Specialist (DVOP)	Work exclusively w veterans that have barriers to employment	Cedar City	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Richfield	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	St. George	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Clearfield	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Clearfield	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Logan	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Ogden	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Ogden	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively with Transition Assistance Program	Ogden	Minimal contact with VA - primarily with VA representatives that come to present at TAP
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Midvale	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	West Valley City	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Taylorsville	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Salt Lake City	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Salt Lake City	Regular contact with FEDERAL VA at the VR&E office. Minimal contact with STATE VA.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Tooele	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Blanding	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Price	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
0.5	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Vernal	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Provo	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
1.0	DWS	DVOP Specialist	Work exclusively w veterans that have barriers to employment	Provo	Minimal contact with VA - usually in the local Employment Centers when contracted VA representatives meet with Veterans.
15.0	**Total DWS Veterans Employment and Training FTE**				

Table 16

Although there is a common target population, there is very little overlap between employment and training services provided by DWS and benefits outreach services provided by the federal Department of Veterans Affairs (VA). DWS veterans' representatives are generally aware of provisions in both VA benefits and the Montgomery GI Bill. When appropriate or desired by the veteran, these DWS veterans' representatives help veterans by directing them to the appropriate VA office, web page, or point of contact in order to maximize the benefits that might be received by these veterans. However, these DWS workers' primary responsibility, according to the requirements of the federal grant, is to help veterans obtain employment.

RECOMMENDATION: Responses from both DWS and DVA suggest that informal communication and coordination take place on an as needed basis. Although these two agencies provide separate functions, the Analyst recommends DWS and DVA establish a more formal mechanism to communicate and coordinate their efforts in order to maximize benefits and services being provided to veterans through current state and federal funding.

OTHER STATE EXAMPLES OF ETP

New Jersey and Connecticut recently launched their Rapid Reemployment Initiative. Missouri utilizes federal grants to provide the following services: in-person assessments, individual work-search plans and other services to help job seekers – specifically those who are receiving unemployment insurance – allowing them to access the most appropriate array of career assistance. Other states and local governments are evaluating current and strategic job opportunities with a thorough data-base examination of the local labor market. This type of effort is in an attempt to avoid waste in preparing job-seekers on outdated job positions and equip them with skills for the current and future market.

ETP Total Budget, State versus Federal Funds, with Caseload Trend, FY 2005-09

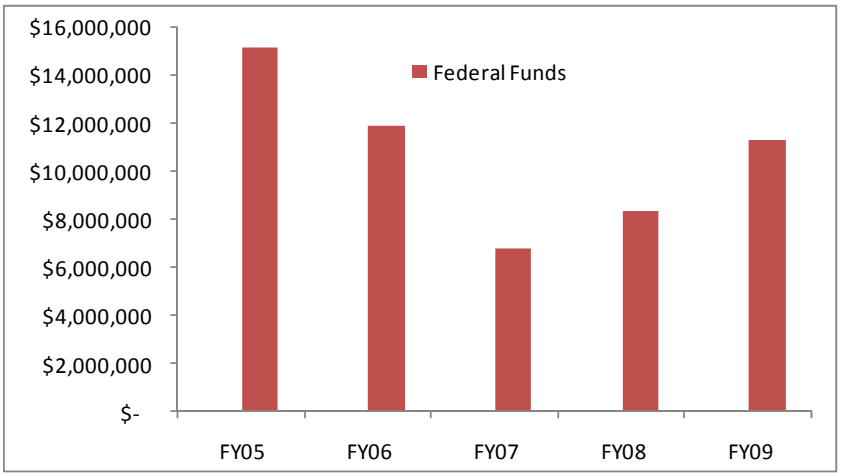


Figure 35

Figure 35 shows the total budget of federal funds from FY 2005 to FY 2009. Funding dipped in FY 2007, but returned to the FY 2006 level in FY 2009.

ETP Total Expenditures, Administrative Versus Customer Benefits, FY 2005-09

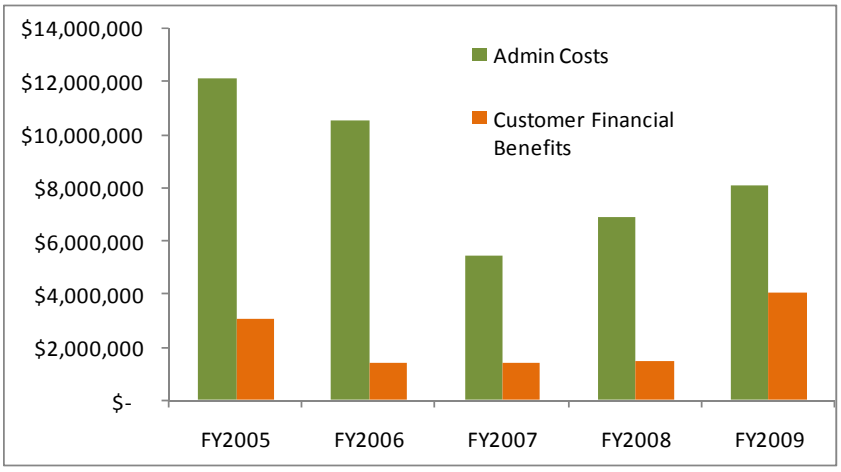


Figure 36

Figure 36 shows that administrative costs are roughly three-quarters of the total expenditures for ETP. However, in FY 2009, expenditures on administrative costs nearly two-thirds while customer benefits were one-third of expenditures.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

WORKFORCE INVESTMENT ACT

The Workforce Investment Act (WIA) is a federally-funded program that prepares low-income youth, adults, dislocated workers, and persons with other barriers for employment opportunities. The program makes funding available to eligible job seekers for vocational training, education and other support services, and particularly for help finding a job. In FY 2009, adult clients, on average, spent 10 of the last 60 months on this program. Youth clients spent an average of 14 months.

WIA APPROPRIATIONS HISTORY

Funding for the WIA is entirely from federal monies and has been for the life of the program. No state funds are required for MOE, as with some other workforce programs.

Sources of Finance - WIA	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
Workforce Investment Act	**20,530,100**	**16,156,700**	**14,272,300**	**13,614,900**	**12,898,600**	**15,467,000**
General Fund						
Federal Funds	20,530,100	16,156,700	14,272,300	13,614,900	12,898,600	10,398,000
Federal Funds - ARRA						5,069,000
Program Expenditures	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
Workforce Investment Act	**20,530,100**	**16,156,700**	**14,272,300**	**13,614,900**	**12,898,600**	**15,467,000**
Administration/Admin Overhead	9,903,400	1,247,400	1,197,300	1,077,400	942,300	869,000
Operations, Program and Case Mgt		7,251,300	3,815,100	4,017,400	3,494,900	2,565,000
Customer Financial Benefits	10,626,700	7,658,000	9,259,900	8,520,100	8,461,400	12,033,000

Table 17

WIA ELIGIBILITY REQUIREMENTS

The Workforce Investment Act includes three categories of eligibility—WIA Adult (18+, citizen or eligible non-citizen, low income); WIA Dislocated Worker (dislocated from employment); WIA Youth (age 14-21, low income). Once the above major eligibility requirements are met, additional requirements must be met within each job seeker population. Each population group receives different employment services and WIA regulations have specific parameters set aside to define each area and its accompanying eligibility criteria.

WIA PERFORMANCE MEASURES

DWS highlighted the following federally-required performance measures to show the performance of the program. Figures 37 through 39 provide three performance measures, their explanations how they did relative to their federal target (the straight line in the graphs).

1. Entered Employment - Of those not employed at the date of participation: The number of participants who are employed in the first quarter after exit, divided by the number of participants who exit during the quarter.

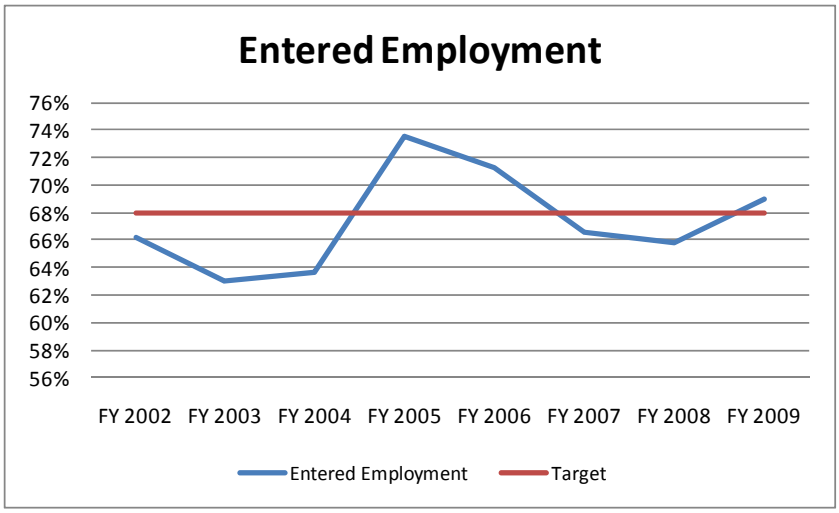


Figure 37

2. Employment Retention - Of those employed in the first quarter after exit: The number of participants employed in both the second and third quarters after exit divided by the number of participants who exit during the quarter.

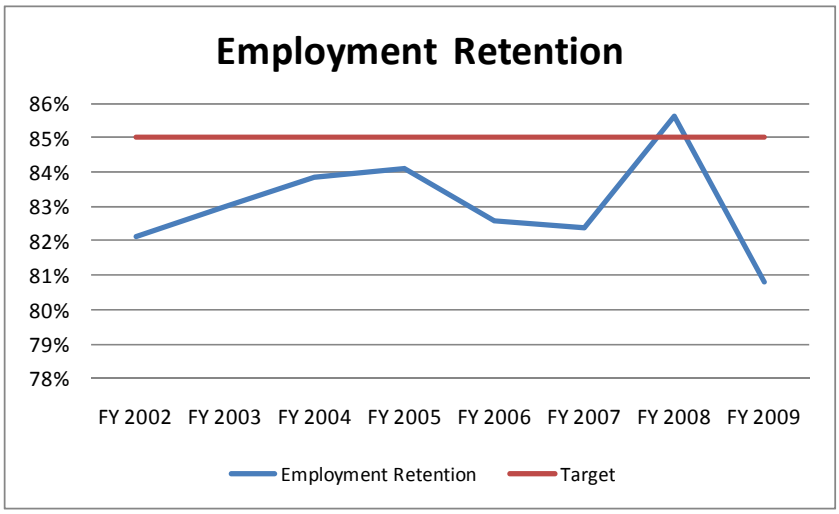


Figure 38

3. High School Diploma Attainment - Of all youth enrolled in a service that results in High School or GED completion, the ratio of those that attained a HS or GED certificate.

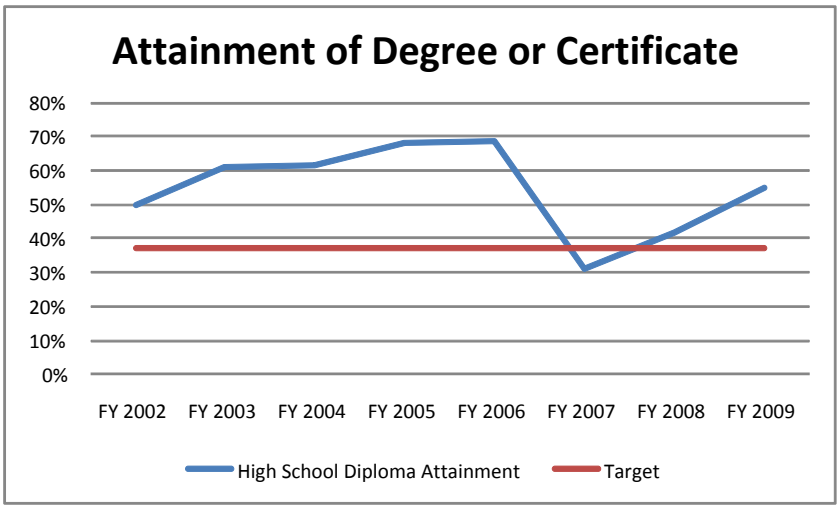


Figure 39

OTHER STATE IDEAS

Information obtained from the United States Department of Labor from http://www.doleta.gov/Performance/Charts/WIA_Performance_Ranking.cfm shows that in 2007, Utah ranked 46th out of 53 for its percent of adults entering employment, after being 50th in 2006 and 2005. In 2004 Utah ranked 42nd. Arkansas ranked first in 2007 and 2005 and second in 2006. Arkansas' population is 4.3% larger than Utah's as per the Census Bureau's 2008 estimates.

WIA BUDGET AND CASELOAD CHARTS

WIA Total Budget of Federal Funds with Caseload Trend, FY 2005-09

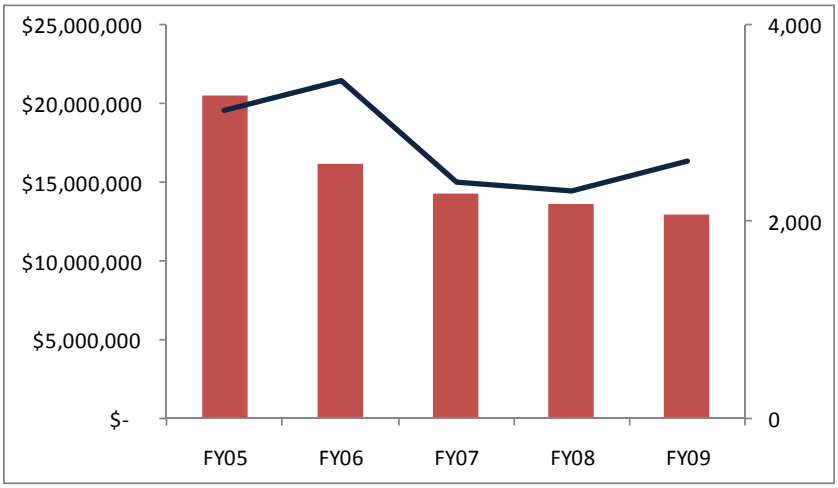


Figure 40

WIA Total Expenditures, Administrative Versus Customer Benefits, FY 2005-09

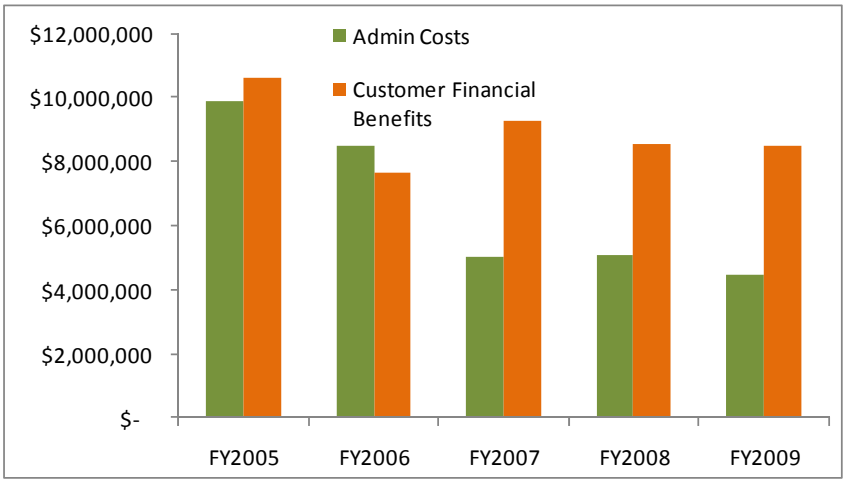


Figure 41 shows a change in the ratio of expenditures on administrative costs and customer financial benefits. FY 2005-06 expenditures were nearly equal for administration and benefits. However, from FY 2007 administrative costs were reduced to nearly half of customer benefits.

Figure 41

WIA Average Expenditures Per Case, Administrative Versus Customer Benefits, FY 2005-09

Figure 42 provides average expenditures per case for administrative costs and customer financial benefits. From FY 2006 to 2007 there is a significant decrease in the administrative costs to nearly half that of customer financial benefits.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

Figure 42

UNEMPLOYMENT INSURANCE PROGRAM

The Unemployment Insurance Program (UI) collects contributions to the Unemployment Compensation Trust, determines eligibility and pays weekly benefits to unemployed workers. UI seeks to lessen the burden of unemployment for the worker; maintain worker purchasing power; and retain skilled, experienced workers for local area employers (DWS website). To assist job seekers, DWS opened http://jobs.utah.gov, where eligible persons can file unemployment insurance claims, register for work and employers can conduct all of their business. In FY 2009, clients, on average, spent 5 of the last 60 months on this program.

UNEMPLOYMENT INSURANCE APPROPRIATIONS HISTORY

Administrative funding for UI is from federal monies where employers supply contributions to the Unemployment Compensation Trust, which funds the majority of the program benefits. Although $265 million was appropriated from the Unemployment Compensation Trust Fund in FY 2010, the agency believes that over $650 million will be needed, based on current estimates.

Sources of Finance - UI	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
Unemployment Insurance	**166,035,200**	**137,540,200**	**131,566,700**	**178,737,900**	**527,776,800**	**298,494,000**
General Fund						
Federal Funds		24,865,600	22,220,900	22,823,100	26,163,600	33,494,000
Federal Funds - ARRA						
Unemployment Comp Trust		110,026,600	104,367,400	155,294,500	499,666,600	265,000,000
Dedicated Credit Revenue		133,400		32,700	400	
Trust and Agency Funds		2,514,600	7,506,200		6,000	
Beginning Nonlapsing				2,527,800	1,940,200	
Closing Nonlapsing	166,035,200		(2,527,800)	(1,940,200)		
Program Expenditures	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
Unemployment Insurance	**166,035,200**	**137,540,200**	**131,566,700**	**178,737,900**	**527,776,800**	**298,494,000**
Administration/Admin Overhead	25,898,600	6,718,500	6,643,000	6,174,400	8,389,800	7,000,000
Operations, Program and Case Mgt		20,795,100	20,561,600	17,236,400	19,720,400	26,494,000
Customer Financial Benefits	140,136,600	110,026,600	104,362,100	155,327,100	499,666,600	265,000,000

Table 18

UNEMPLOYMENT INSURANCE ELIGIBILITY REQUIREMENTS

Generally, the major eligibility requirements for applicants for the Unemployment Insurance Program include the following: have earned qualifying wages, are unemployed through no fault of their own, are able and available to work full-time, and are actively seeking full-time work.

UNEMPLOYMENT INSURANCE PERFORMANCE MEASURES

DWS highlighted one federally-required performance measure—1st Payment Time Lapse—as well as an activity report to show the performance of the program. These measures are below:

1. First Payment Time Lapse - the number of first payment made to eligible claimants within 14 days of claim divided by the total number of first payments paid.

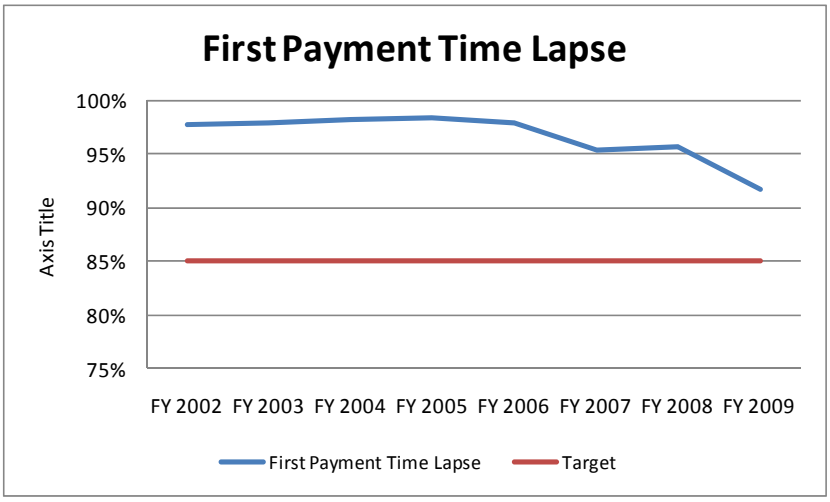


Figure 43

2. Claims - the total number of claims for unemployment insurance received.

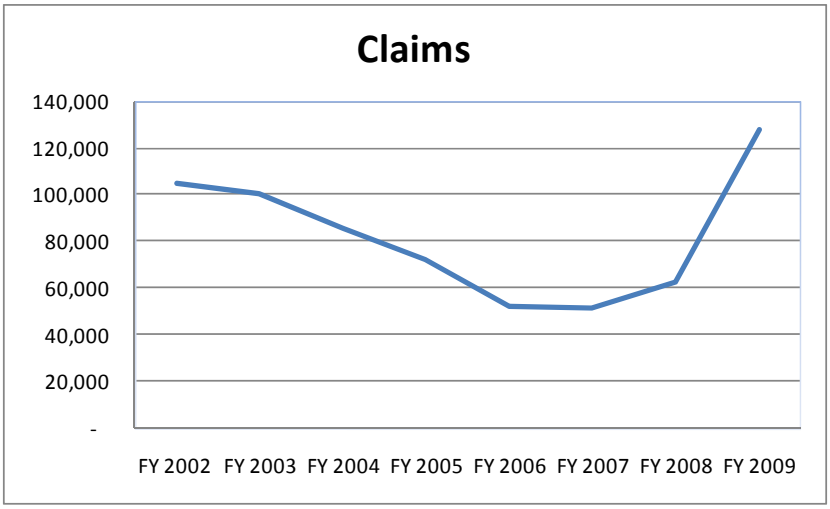


Figure 44

OTHER STATE EXAMPLES OF UNEMPLOYMENT INSURANCE

Taxable wage bases range from $7,000 in 6 states to $35,700 in Wisconsin. The median wage base for the 49 reporting states is $10,000. Utah has the 6th highest taxable wage base at $27,800. Utah is one of 32 states that charge benefits in proportion to employers who provided the base-period wages. Twelve states charge primarily the most recent or principal employer. Five states charge base-period employers in inverse chronological order. Maximum tax rates under the most favorable schedule range among the 50 states from 5.4% (in 23 states) to unlimited in North Dakota. The median maximum tax rate is 5.7%. Utah has the 5th highest maximum tax rate at 9.2% and is tied with 3 other states. However, in 2009, 0.4% of all employers had the maximum rate and 4.4% of all employers had a tax rate higher than 2%. Utah's 2009 Average Employer Tax Rate on Total wages was 42nd nationally with only 8 states having lower tax rates.

UI BUDGET AND CASELOAD CHARTS

UI Total Budget with Caseload Trend, FY 2005-09

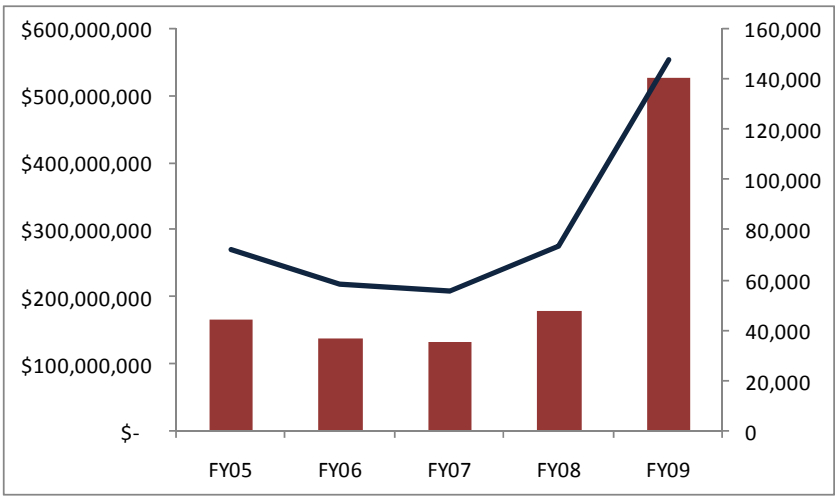


Figure 45

Figure 45 shows the total budget of federal funds from FY 2005 to FY 2009, as well as the caseload trend. Total funding and caseloads tend to follow the same pattern over time. There was an increase in federal funding as part of ARRA during FY 2009.

UI Total Expenditures, Administrative Versus Customer Benefits, FY 2005-09

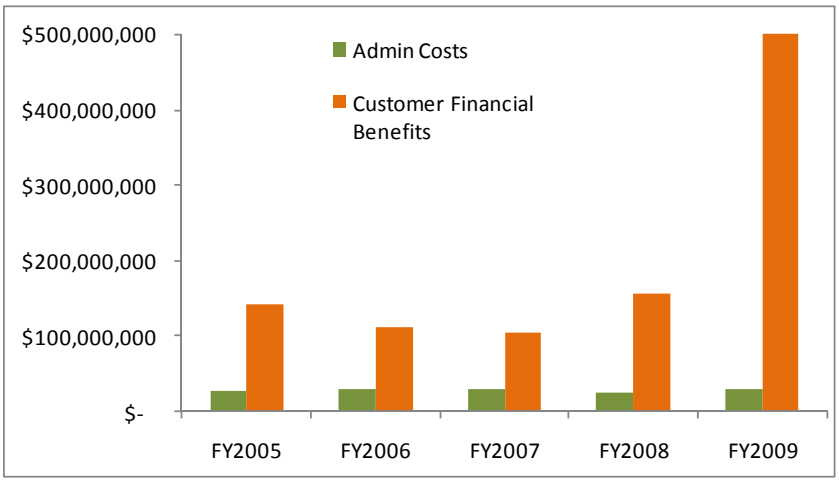


Figure 46

Figure 46 shows that in FY 2009, ARRA funds helped infuse nearly three times the customer financial benefits for Unemployment Insurance as caseloads also increased.

UI Average Expenditures, Per Case Administrative Versus Customer Benefits, FY 2005-09

Figure 47

Figure 47 shows that across FY 2005 through 2008 there was a consistent ratio of administration to benefits with an increase in benefits over the last two fiscal years.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

MEDICAL PROGRAMS

Medical Programs is a specific budget area at the Department of Workforce Services and includes Medicaid, Children's Health Insurance Program (CHIP), Primary Care Network (PCN), and Utah's Premium Partnership for Health Insurance (UPP). The entire eligibility component of these programs was transferred from the Utah Department of Health (UDOH) to DWS starting in FY 2008. Prior to FY 2008, DWS conducted about 40% of all eligibility determinations. Eligibility specialists with DWS now manage the caseload that was previously run by UDOH. However, general administration and oversight of the programs are still conducted within the Department of Health.

MEDICAL PROGRAMS APPROPRIATIONS HISTORY

Funding for the Medical Programs comes from the General Fund and transfers from the Utah Department of Health for the federal funds associated with Medicaid, CHIP, PCN and UPP. The DWS receives budget to provide eligibility determinations within each of the programs, whereas the actual payments to providers for services are made by the UDOH. The table below shows the budget for eligibility determinations (included below as Administration; Operations, Program and Case Management) as conducted by DWS. The actual customer benefits side of these programs is contained within the UDOH budget.

Sources of Finance - Medical Programs	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
Medical Programs	**9,406,600**	**12,365,600**	**26,750,600**	**59,018,400**	**39,706,700**	**52,180,200**
General Fund	4,482,000	5,735,100	11,390,000	22,408,600	17,565,000	17,065,000
General Fund One-Time				3,137,000	750,000	
Federal Funds				2,813,900		7,454,600
Federal Funds - ARRA						
Transfers - DOH Medicaid	4,924,600	6,630,500	15,360,600	30,581,600	21,391,700	27,660,600
Beginning Nonlapsing				77,300		
Closing Nonlapsing						
Program Expenditures	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
Medical Programs	**9,406,600**	**12,365,600**	**26,750,600**	**59,018,400**	**39,706,700**	**52,180,200**
Administration/Admin Overhead	9,359,300	4,184,200	7,773,000	12,860,100	8,110,300	10,450,000
Operations, Program and Case Mgt		8,125,100	18,942,700	46,198,800	30,888,100	41,518,400
Customer Financial Benefits	47,300	56,300	34,900	(40,500)	708,300	211,800

Table 19

MEDICAL PROGRAMS ELIGIBILITY REQUIREMENTS

Eligibility for the different medical programs varies depending upon the program. Some major elements of consideration include: income level, assets, and the presence of dependents in the home. Generally, those who receive coverage must submit documentation annually to confirm continued eligibility.

MEDICAL PROGRAMS PERFORMANCE MEASURES

Program performance is measured by several mechanisms. Federal regulation requires a decision to be made on a medical application within 45 days following the date of application and 90 days for Disabled Medicaid. However, federal policy allows extensions for the applicant to provide proof of eligibility. DWS and internal processes, a timeliness benchmark of 30 days, which is similar is self-

imposed and aligns itself with other DWS-administered programs such as Food Stamps. Below, DWS highlighted the performance measure in relation to timeliness of determinations.

The blue line shows the percentage of determinations made in 30 days or less. This includes approvals and denials. It is figured by dividing determinations (in 30 days) by the total number of determinations:

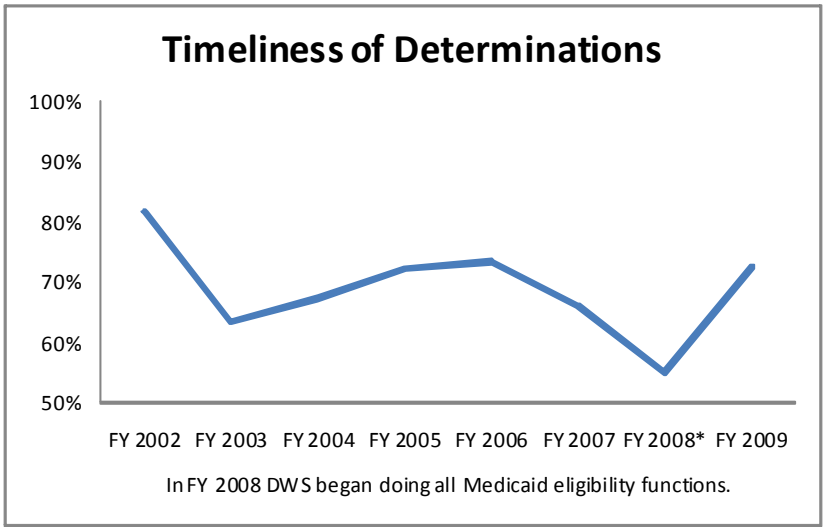


Figure 48

MEDICAL PROGRAMS - IDEAS FROM OTHER STATES

New Jersey uses an "express lane" eligibility option via a check off box on the State tax form. If an individual needs insurance and qualifies for help based on income, they can request a simplified eligibility form. The Children's Health Insurance Program (CHIP) Reauthorization Act of 2009 allowed States to begin using eligibility determinations from other programs to qualify clients for Medicaid and CHIP.

Medical Programs Total Budget, State versus Federal Funds with Caseload Trend, FY 2005-09*

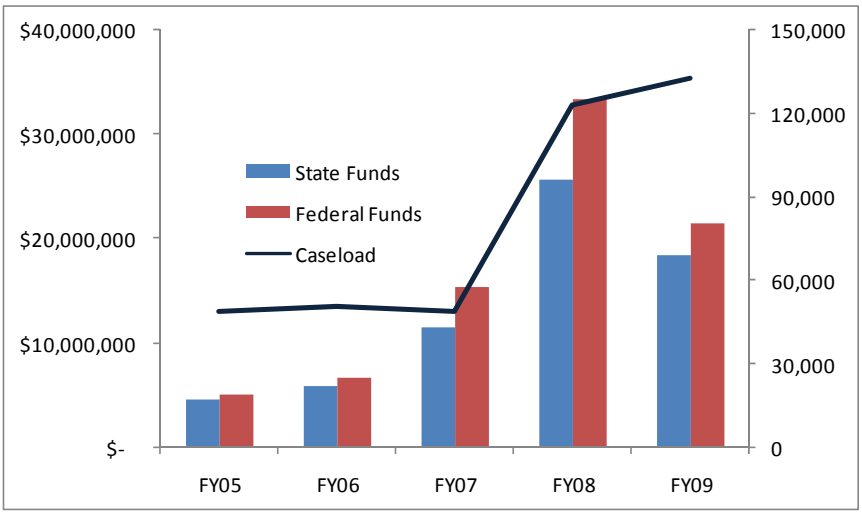


Figure 49 shows the total budget mix of federal and state funds over FY 2005-09, as well as the caseload trend (right axis for caseload). Caseloads increase is indicative of the shift from UDOH to DWS. The budget for DWS administration of Medical Programs was reduced from FY 2008 to 2009 while caseload increased over the same time period.

Figure 49

Medical Programs Total Expenditures, Administrative and Caseload Trend, FY 2005-09*

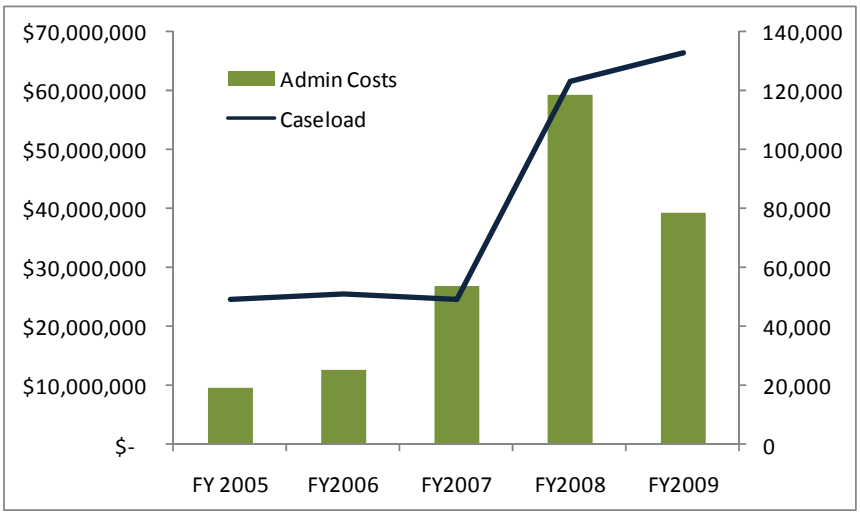


Figure 50

Figure 50 data show an increase in budget and caseload in FY 2008, while in FY 2009 there was an increase in caseload and decrease in administrative expenditures. "Customer benefits" are contained within the UDOH budget. These include:

- FY 2005 ($558,882,900)
- FY 2006 ($627,975,300)
- FY 2007 ($615,464,700)
- FY 2008 ($1,623,737,200)
- FY 2009($1,723,257,700)

*Caseload trends show the shift in Medicaid eligibility services from UDOH to DWS starting in FY 2008. Prior to FY 2008, DWS handled approximately 40 percent of the total Medicaid caseload.

Medical Programs Average Administrative Expenditures Per Case, FY 2005-09*

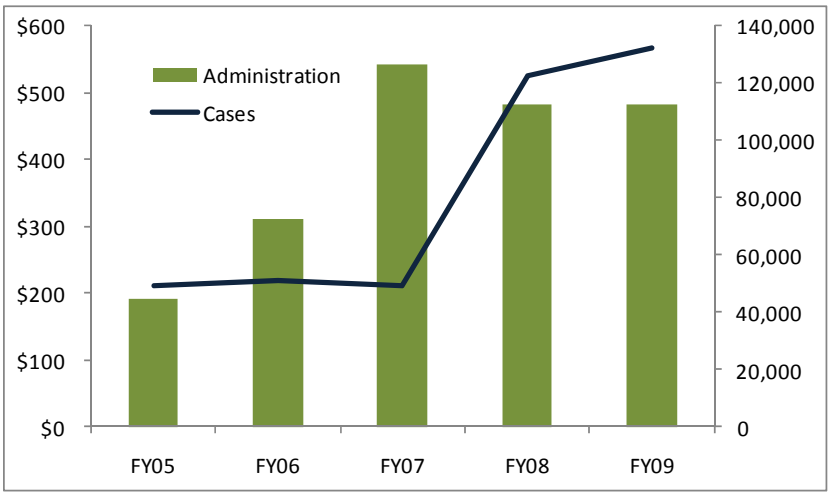


Figure 51 demonstrates that there was a gradual increase in average expenditures per case over FY 2005-2007, while caseload increased (right axis is caseload). FY 2007 administrative expenditure per case was the highest.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

Figure 51

*Caseload trends show the shift in Medicaid eligibility services from UDOH to DWS starting in FY 2008. Prior to FY 2008, DWS handled approximately 40 percent of the total Medicaid caseload.

RECOMMENDATION: Utah Code (UCA 26-18-402) requires any General Funds appropriated to the Department of Health for Medicaid that are not spent during the fiscal year to lapse to the Medicaid Restricted Account. If the purpose behind this part of statute is to have all unused Medicaid funds go into this restricted account, this is not currently happening. There are two other State agencies, the Department of Workforce Services and the Department of Human Services, that receive State funds for their parts of Medicaid, but are not currently required to lapse their unused Medicaid funds into the Medicaid Restricted Account. The Analyst recommends a statutory change to require lapsing all unused funds at year end that are associated with the Medicaid program in the Department of Workforce Services (and the Department of Human Services) into the Medicaid General Fund Restricted Account.

The Analyst also recommends further study into the option of consolidating the Medicaid program for the agencies involved (Health, Workforce Services, and Human Services).

ALL OTHER DWS PROGRAMS

This category is used for purposes of reporting the budget as well as organizing programs that do not necessarily fit into the other budget areas, whether due to funding flow, program mission, or both. Programs and budget components in this area include: Refugee Cash Assistance Program, Displaced Homemakers Program, Bureau of Labor Statistics Grants, Department of Labor Grants, and various other contracted services.

ALL OTHER DWS PROGRAMS APPROPRIATIONS HISTORY

Funding for these programs comes from a variety of federal and state sources.

Sources of Finance - Other	FY 2005 (Actual)	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Actual)	FY 2009 (Actual)	FY 2010 (Approp)
All Other Programs*	**15,040,300**	**10,562,500**	**5,870,100**	**7,298,500**	**8,476,200**	**9,752,000**
General Fund					74,800	200,000
General Fund One-Time			100,000			
Federal Funds	9,024,200	8,220,300	4,016,300	5,852,500	7,767,900	7,420,300
Federal Funds - ARRA						
Dedicated Credit Revenue	6,016,100	2,342,200	1,753,800	1,446,000	758,700	2,131,700
Closing Nonlapsing					(125,200)	
Program Expenditures	**FY 2005 (Actual)**	**FY 2006 (Actual)**	**FY 2007 (Actual)**	**FY 2008 (Actual)**	**FY 2009 (Actual)**	**FY 2010 (Approp)**
All Other Programs*	**15,040,300**	**10,562,500**	**5,870,100**	**7,298,500**	**8,476,200**	**9,752,000**
Administration/Admin Overhead	39,100	819,200	455,300	538,500	447,400	650,000
Operations, Program and Case Mgt	10,528,200	7,371,600	3,079,100	4,236,800	2,900,000	4,602,000
Customer Financial Benefits	4,473,000	2,371,700	2,335,700	2,523,200	5,128,800	4,500,000

Table 20

ALL OTHER DWS PROGRAMS ELIGIBILITY REQUIREMENTS

The programs in this budget area include a variety of eligibility standards dependent upon the specific population receiving the services. For example, a special refugee status as defined by the U.S. Department of State is part of the eligibility for Refugee Cash Assistance Program.

ALL OTHER DWS PROGRAMS: DISPLACED HOMEMAKERS

The Utah Displaced Homemakers (UDH) program funding comes from $20 of the fee assessed to marriage licenses. DWS has integrated services for displaced homemakers into other services offered by the department and workshops are tailored to suit the needs of this group. DWS reports to the Analyst that "the majority of UDH funding is used to pay for employment counselors". However, it is unclear whether those employment counselors are directly benefitting displaced homemakers. Statute caps nonlapsing balances in the program at $300,000; any excess is deposited in the General Fund. DWS reports it has never exceeded that amount.

RECOMMENDATION: The Analyst recommends that DWS take steps to be in full compliance with statute regarding the Displaced Homemaker Fee, particularly in making program evaluations and in submitting an annual "written report of that evaluation to the Legislature" (UCA 35A-3-114-3e). The Analyst recommends said report be given to the Commerce and Workforce Services Appropriations Subcommittee. Further, the Analyst recommends letting the program sunset on its currently scheduled date of July 1, 2012 if the department cannot improve its accountability for use of the fee.

All Other DWS Total Budget, State versus Federal Funds, FY 2005-09

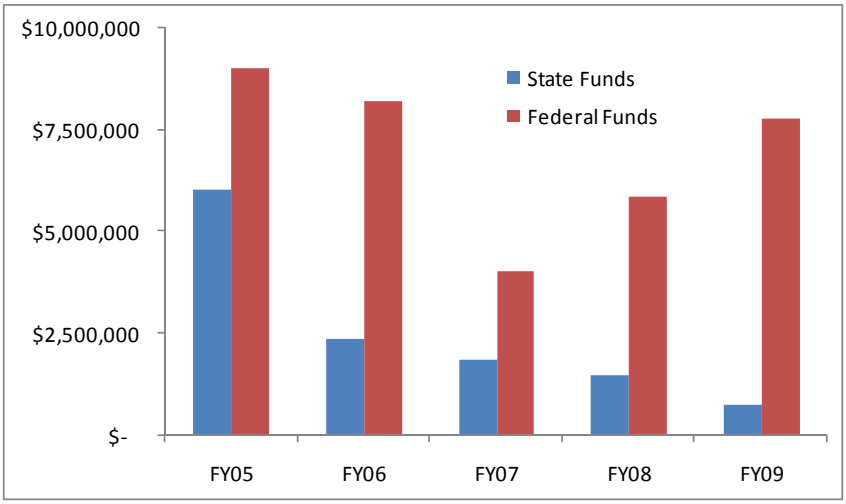


Figure 52

Figure 52 shows the total budget mix of federal and state funds from FY 2005 to FY 2009. Because of several programs combined in one area, caseload trends are not applicable at this level, but are at the individual program level, such as Refugee Cash Assistance. Total state funding for these programs has declined over the past five fiscal years, with a slight dip of federal funding in FY 2007.

All Other DWS Programs Total Expenditures, Administrative versus Customer Benefits, FY 2005-09

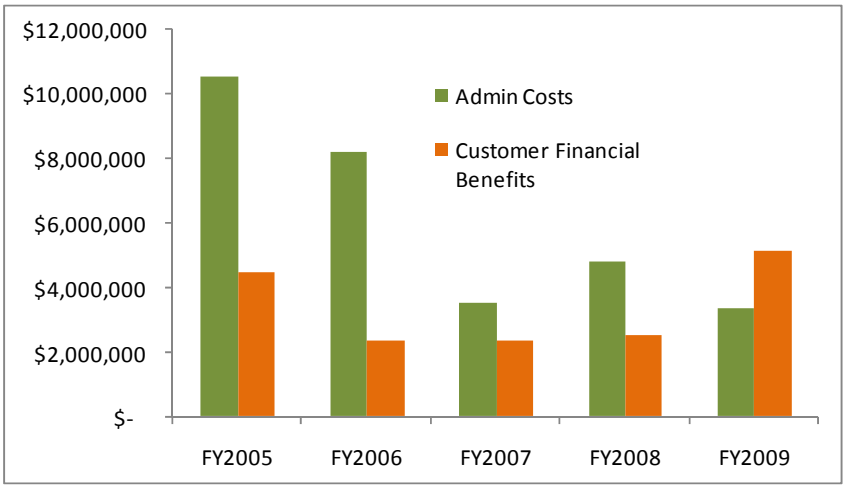


Figure 53

Figure 53 shows that administrative expenditures have been reduced for this budget area over FY 2005-09. Customer benefits have only risen slightly across the same time period for the "All Other Programs" budget reporting area in DWS.

Administrative costs or expenditures are considered as the following: Administration; Administration Overhead; Operations, Program and Case Management.

CONCLUSION

The Department of Workforce Services addresses numerous state and federal assistance programs, including:

- job placement;
- job training;
- unemployment insurance;
- labor market information;
- Temporary Assistance to Needy Families (TANF) Program;
- SNAP (formerly called Food Stamps);
- child care;
- General Assistance; and
- Medicaid eligibility
- veterans employment and training services

The recent downturn in the economy and other events have increased demand on the department while decreasing resources with which to provide services. While it is important for any department to use taxpayer dollars as efficiently as possible, it is especially important at this time to maximize administrative efficiency to services delivered to customers. This report analyzes spending for administration versus direct public benefits for each appropriation unit. Unfortunately, reliable reporting across expenditure categories is not always available under the single line item.

During its thirteen years of existence the department has restructured its organization and been assigned new roles by the Legislature. Nevertheless, it remains largely an agglomeration of formerly separate programs and functions. To allow DWS' transition from many departments and agencies to one, the Legislature has appropriated DWS budget in one line-item since its inception. However, this report recommends the Legislature appropriate in separate line items beginning in FY 2010.

This report also examines the department's compliance with its statutory mission and performance measures used to gauge compliance. As a result of this in-depth budget review, the Analyst makes the recommendations summarized below:

SUMMARY OF RECOMMENDATIONS

1. Reassert the Legislature's legal and constitutional budget authority by appropriating DWS' budget in separate line items beginning in FY 2011, and/or require DWS to report to the Legislature on funding reallocations between programs in their line items prior to making such reallocations.
2. Require the department to further consolidate its facilities.
3. Consider transferring the General Assistance program from DWS to the Utah State Office of Rehabilitation during the 2010 General Session. Further, since the FY 2011 base budget includes reduced funding for GA, make the program a revolving program, with payments to

qualified individuals being repaid by federal Supplemental Security Income payments. Setting up the revolving program would require a one-time appropriation.

4. Establish a more formal mechanism for communication and coordination between the veterans' employment and training function in the Department of Workforce Services and the benefits outreach function in the Department of Veterans' Affairs in order to maximize benefits and services being provided to veterans through current state and federal funding.
5. Change statute to require the depositing of all unused funds at year end associated with the Medicaid program in the Department of Workforce Services into the Medicaid General Fund Restricted Account.
6. Further study the consolidation of the Medicaid program for the agencies involved (Health, Workforce Services, and Human Services).
7. Ensure that DWS is in full compliance with statute regarding the Displaced Homemaker Fee, giving particular attention to accountability for all fee revenues, program evaluation and annual submission of "a written report of that evaluation to the Legislature" (UCA 35A-3-114(3)(e)).

Appendix A (Page 1 of 2): Original DWS data used by LFA for several years and in this report.

Utah Department of Workforce Services
Schedule of Funding, Programs and Category of Expenditure
Previous Report

Sources of Finance - Totals	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
General Fund Ongoing	55,400,000	58,732,000	72,330,200	70,720,500	70,720,500
General Fund One-Time	4,762,500	11,232,900	5,137,000	(10,948,300)	0
GFR - Special Admin Expense Fund	0	0	0	13,000,000	0
Federal Funds	206,014,300	181,549,100	189,378,300	209,979,300	207,821,400
Federal Funds - ARRA					
Dedicated Credits Revenue	2,788,600	1,780,300	3,212,200	2,141,000	2,131,700
Trust and Agency Funds	2,514,600	7,506,200	0	6,000	6,000
Child Care Trust Fund					
Unemployment Compensation Trust	110,026,600	104,367,400	155,294,500	261,353,600	265,000,000
Food Stamp Trust	141,807,200	134,487,800	143,068,300	160,479,000	165,000,000
Transfers	5,651,700	15,375,600	30,596,600	23,454,700	27,675,600
Transfers - Child Care Development Fund					
Beginning Nonlapsing	6,914,000	2,965,800	2,605,100	1,940,200	0
Closing Nonlapsing	(2,965,800)	(2,605,100)	(1,940,200)	0	0
Lapsing					
Other - Health Department Expenditures	627,975,300	615,464,700	1,640,800,000	1,739,248,000	1,826,210,000
Total	**1,160,889,000**	**1,130,856,700**	**2,240,482,000**	**2,471,374,000**	**2,564,565,200**

Sources of Finance - By Program	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Family Employment Program	**93,300,600**	**87,776,500**	**74,545,900**	**81,935,100**	**81,503,200**
General Fund	19,460,700	22,848,400	12,481,900	19,642,200	19,203,200
General Fund One-Time					
GFR - Special Admin Expense Fund					
Federal Funds	73,826,800	64,901,600	62,064,000	62,292,900	62,300,000
Federal Funds - ARRA					
Dedicated Credit Revenue	13,100	26,500			
Beginning Nonlapsing					
Closing Nonlapsing					
Child Care	**53,427,000**	**55,748,700**	**59,281,600**	**56,149,700**	**56,975,000**
General Fund	4,543,200	4,567,200	7,707,600	5,155,200	5,155,200
General Fund One-Time	1,393,000	2,574,800		100,000	
GFR - Special Admin Expense Fund				301,700	
Federal Funds	47,475,800	48,591,700	51,559,000	50,577,800	51,804,800
Federal Funds - ARRA					
Child Care Trust Fund					
Transfers	15,000	15,000	15,000	15,000	15,000
General Assistance/SSI	**9,886,600**	**10,355,100**	**9,096,800**	**9,469,100**	**7,096,800**
General Fund	7,438,600	5,455,100	7,096,800	7,819,100	7,096,800
General Fund One-Time	2,424,300	4,900,000	2,000,000	(7,419,100)	
GFR - Special Admin Expense Fund				9,069,100	
Federal Funds					
Beginning Nonlapsing	23,700				
Closing Nonlapsing					
Food Stamps	**184,343,200**	**176,301,600**	**188,023,600**	**207,390,200**	**212,000,000**
General Fund	18,440,600	20,341,500	22,635,300	20,143,100	21,250,300
General Fund One-Time	945,200	(300,000)		(3,629,200)	
GFR - Special Admin Expense Fund				3,629,200	
Federal Funds	20,713,100	20,733,200	22,320,000	26,768,100	25,749,700
Federal Funds - ARRA					
Food Stamp Trust	141,807,200	134,487,800	143,068,300	160,479,000	165,000,000
Dedicated Credits Revenue	299,900				
Beginning Nonlapsing	3,176,300	1,039,100			
Closing Nonlapsing	(1,039,100)				
Employment and Training Programs**	**11,891,200**	**6,813,100**	**8,330,900**	**9,700,000**	**9,200,000**
General Fund	0	0	0		
Federal Funds	11,891,200	6,813,100	8,330,900	9,700,000	9,200,000
Federal Funds - ARRA					
Dedicated Credit Revenue					
Workforce Investment Act	**16,156,700**	**14,272,300**	**13,614,900**	**12,273,300**	**12,000,000**
General Fund		0	0		
Federal Funds	16,156,700	14,272,300	13,614,900	12,273,300	12,000,000
Federal Funds - ARRA					
Unemployment Insurance	**137,540,200**	**131,566,700**	**178,737,900**	**294,853,600**	**298,500,000**
General Fund		0	0		
Federal Funds	24,865,600	22,220,900	22,823,100	31,553,400	33,494,000
Federal Funds - ARRA					
Unemployment Compensation Trust	110,026,600	104,367,400	155,294,500	261,353,600	265,000,000
Dedicated Credit Revenue	133,400	0	32,700	400	
Trust and Agency Funds	2,514,600	7,506,200		6,000	6,000
Beginning Nonlapsing			2,527,800	1,940,200	
Closing Nonlapsing		(2,527,800)	(1,940,200)		
Lapsing					
Medical Programs	**643,781,000**	**642,152,600**	**1,699,818,400**	**1,791,898,000**	**1,879,140,200**
General Fund	5,516,900	5,519,800	22,408,600	17,760,900	17,815,000
General Fund One-Time		3,958,100	3,137,000		
Federal Funds	2,864,800	0	2,813,900	11,449,400	7,454,600
Federal Funds - ARRA					
Transfers	5,636,700	15,360,600	30,581,600	23,439,700	27,660,600
GFR - Special Admin Expense Fund					
Dedicated Credit Revenue					
Beginning Nonlapsing	3,714,000	1,926,700	77,300		
Closing Nonlapsing	(1,926,700)	(77,300)			
Other - Health Department Expenditures	627,975,300	615,464,700	1,640,800,000	1,739,248,000	1,826,210,000
All Other Programs***	**10,562,500**	**5,870,100**	**9,032,000**	**7,705,000**	**8,150,000**
General Fund			0	200,000	200,000
General Fund One-Time		100,000			
Federal Funds	8,220,300	4,016,300	5,852,500	5,364,400	5,818,300
Federal Funds - ARRA					
Dedicated Credit Revenue	2,342,200	1,753,800	3,179,500	2,140,600	2,131,700
Closing Nonlapsing					
Total	**1,160,889,000**	**1,130,856,700**	**2,240,482,000**	**2,471,374,000**	**2,564,565,200**

Appendix A (Page 2 of 2): Original DWS data used by LFA for several years and in this report.

Programs	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Family Employment Program	**93,300,600**	**87,776,500**	**74,545,900**	**81,935,100**	**81,503,200**
Administration/Administrative Overhead *	7,224,700	6,747,100	6,128,000	6,935,100	6,200,000
Operations, Program and Case Management	41,476,300	49,358,900	38,325,400	39,000,000	38,700,000
Customer Financial Benefits	44,599,600	31,670,500	30,092,500	36,000,000	36,603,200
Child Care	**53,427,000**	**55,748,700**	**59,281,600**	**56,149,700**	**56,975,000**
Administration/Administrative Overhead *	2,671,300	2,787,400	2,964,100	2,807,500	2,848,800
Operations, Program and Case Management	9,776,600	6,703,300	9,912,900	8,985,200	9,451,200
Customer Financial Benefits	40,979,100	46,258,000	46,404,600	44,357,000	44,675,000
General Assistance/State Programs	**9,886,600**	**10,355,100**	**9,096,800**	**9,469,100**	**7,096,800**
Administration/Administrative Overhead	561,100	968,800	851,100	919,100	650,000
Operations, Program and Case Management	1,549,000	3,849,600	3,041,300	3,300,000	2,550,000
Customer Financial Benefits	7,776,500	5,536,700	5,204,400	5,250,000	3,896,800
Food Stamps	**184,343,200**	**176,301,600**	**188,023,600**	**207,390,200**	**212,000,000**
Administration/Administrative Overhead *	14,778,200	14,378,500	19,453,000	20,492,500	20,500,000
Operations, Program and Case Management	27,445,200	27,179,000	25,244,900	26,418,700	26,500,000
Customer Financial Benefits	142,119,800	134,744,100	143,325,700	160,479,000	165,000,000
Employment and Training Programs**	**11,891,200**	**6,813,100**	**8,330,900**	**9,700,000**	**9,200,000**
Administration/Administrative Overhead *		667,000	659,300	700,000	700,000
Operations, Program and Case Management	10,474,800	4,779,300	6,204,900	6,500,000	6,500,000
Customer Financial Benefits	1,416,400	1,366,800	1,466,700	2,500,000	2,000,000
Workforce Investment Act	**16,156,700**	**14,272,300**	**13,614,900**	**12,273,300**	**12,000,000**
Administration/Administrative Overhead *	1,247,400	1,197,300	1,077,400	873,300	1,000,000
Operations, Program and Case Management	7,251,300	3,815,100	4,017,400	2,900,000	3,565,000
Customer Financial Benefits	7,658,000	9,259,900	8,520,100	8,500,000	7,435,000
Unemployment Insurance	**137,540,200**	**131,566,700**	**178,737,900**	**294,853,600**	**298,500,000**
Administration/Administrative Overhead *	6,718,500	6,643,000	6,174,400	7,000,000	7,000,000
Operations, Program and Case Management	20,795,100	20,561,600	17,236,400	26,500,000	26,500,000
Customer Financial Benefits	110,026,600	104,362,100	155,327,100	261,353,600	265,000,000
Medical Programs (including CHIP, PCN, UPP)	**643,781,000**	**642,152,600**	**1,699,818,400**	**1,791,898,000**	**1,879,140,200**
Administration/Administrative Overhead *	4,184,200	14,773,000	13,860,100	13,000,000	12,000,000
Operations, Program and Case Management	11,569,500	11,880,000	45,198,800	39,500,000	40,730,200
Customer Financial Benefits	52,000	34,900	(40,500)	150,000	200,000
Customer Benefits paid by Health Department	627,975,300	615,464,700	1,640,800,000	1,739,248,000	1,826,210,000
All Other Programs***	**10,562,500**	**5,870,100**	**9,032,000**	**7,705,000**	**8,150,000**
Administration/Administrative Overhead *	819,200	455,300	666,400	600,000	650,000
Operations, Program and Case Management	7,371,600	3,079,100	5,243,100	4,900,000	5,000,000
Customer Financial Benefits	2,371,700	2,335,700	3,122,500	2,205,000	2,500,000
Total	**1,160,889,000**	**1,130,856,700**	**2,240,482,000**	**2,471,374,000**	**2,564,565,200**
	0	**0**	**0**	**0**	**0**
Categories of Expenditure	**FY06 (Actual)**	**FY07 (Actual)**	**FY08 (Actual)**	**FY09 (Actual)**	**FY10 (Approp)**
Personal Services	114,051,800	106,447,900	129,357,000	137,844,300	137,844,300
In-State Travel	415,000	408,900	524,300	704,000	704,000
Out of State Travel	201,300	198,900	193,900	341,000	341,000
Current Expense	38,028,600	34,781,000	37,171,700	39,631,900	39,626,600
DP Current Expense	17,225,500	27,843,800	30,461,400	37,282,800	38,066,100
DP Capital Outlay	466,800	1,247,800	996,000	0	0
Capital Outlay	5,851,200	13,755,900	10,142,200	776,000	0
OtherCharges/PassThrough(including client paymnts)	356,673,500	330,707,800	390,835,500	515,546,000	521,773,200
Benefits paid by Health Department	627,975,300	615,464,700	1,640,800,000	1,739,248,000	1,826,210,000
Total	**1,160,889,000**	**1,130,856,700**	**2,240,482,000**	**2,471,374,000**	**2,564,565,200**

* Administration/Administrative Overhead includes eREP funding.
** Includes Wagner Peyser, Trade and Veterans Programs
*** Includes Refugee, Bureau of Labor Statistics Grants, Department of Labor Grants, Displaced Homemaker, and Various Contracted Services

Appendix B (Page 1 of 2): Revised data provided by DWS in October 2009.

Utah Department of Workforce Services
Schedule of Funding, Programs and Category of Expenditure
October 2009 Report

Sources of Finance - Totals	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
General Fund Ongoing	55,400,000	58,732,000	72,330,200	66,564,600	66,427,300
General Fund One-Time	4,762,500	11,232,900	5,137,000	(8,942,700)	3,200,000
GFR - Special Admin Expense Fund	0	0	0	15,800,000	3,000,000
Federal Funds	206,014,300	181,549,100	189,378,300	210,529,500	192,334,800
Federal Funds - ARRA	0	0	0	0	92,079,400
Dedicated Credits Revenue	2,788,600	1,780,300	3,212,200	3,636,800	2,131,700
Trust and Agency Funds	2,514,600	7,506,200	0	6,000	0
Child Care Trust Fund	0	0	0	0	0
Unemployment Compensation Trust	110,026,600	104,367,400	155,294,500	499,666,600	265,000,000
Food Stamp Trust	141,807,200	134,487,800	143,068,300	217,689,000	178,925,000
Transfers - DOH Medicaid	5,636,700	15,360,600	30,581,600	29,409,600	27,672,400
Transfers - Child Care Development	15,000	15,000	15,000	15,000	15,000
Beginning Nonlapsing	6,914,000	2,965,800	2,605,100	1,940,200	0
Closing Nonlapsing	(2,965,800)	(2,605,100)	(1,940,200)	(4,309,800)	0
Lapsing				(6,000)	
Other - Health Department Expenditures	627,975,300	615,464,700	1,623,737,200	1,723,257,700	1,930,048,600
Total	**1,160,889,000**	**1,130,856,700**	**2,223,419,200**	**2,755,256,500**	**2,760,834,200**

Sources of Finance - By Program	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Family Employment Program	**93,300,600**	**87,776,500**	**74,545,900**	**86,413,000**	**90,503,200**
General Fund	19,460,700	22,848,400	12,481,900	6,152,600	18,614,400
General Fund One-Time					
GFR - Special Admin Expense Fund					
Federal Funds	73,826,800	64,901,600	62,064,000	82,731,900	62,888,800
Federal Funds - ARRA					9,000,000
Dedicated Credit Revenue	13,100	26,500			
Beginning Nonlapsing					
Closing Nonlapsing				(2,471,500)	
Child Care	**53,427,000**	**55,748,700**	**59,281,600**	**46,291,300**	**74,604,300**
General Fund	4,543,200	4,567,200	7,707,600	4,329,300	4,374,900
General Fund One-Time	1,393,000	2,574,800		100,000	300,000
GFR - Special Admin Expense Fund					3,000,000
Federal Funds	47,475,800	48,591,700	51,559,000	41,847,000	47,391,500
Federal Funds - ARRA					19,522,900
Child Care Trust Fund					
Transfers - Child Care Development	15,000	15,000	15,000	15,000	15,000
State Funded Programs/General Assistance	**9,886,600**	**10,355,100**	**9,096,800**	**9,858,200**	**6,096,800**
General Fund	7,438,600	5,455,100	7,096,800	7,341,800	3,725,000
General Fund One-Time	2,424,300	4,900,000	2,000,000	(240,900)	2,371,800
GFR - Special Admin Expense Fund				2,757,300	
Federal Funds					
Beginning Nonlapsing	23,700				
Closing Nonlapsing					
Food Stamps	**184,343,200**	**176,301,600**	**188,023,600**	**261,500,000**	**272,216,100**
General Fund	18,440,600	20,341,500	22,635,300	22,003,600	21,315,300
General Fund One-Time	945,200	(300,000)		(4,301,800)	92,700
GFR - Special Admin Expense Fund				1,300,000	
Federal Funds	20,713,100	20,733,200	22,320,000	24,710,600	15,667,600
Federal Funds - ARRA					56,215,500
Food Stamp Trust	141,807,200	134,487,800	143,068,300	217,689,000	178,925,000
Dedicated Credits Revenue	299,900			98,600	
Beginning Nonlapsing	3,176,300	1,039,100			
Closing Nonlapsing	(1,039,100)				
Employment and Training Programs**	**11,891,200**	**6,813,100**	**8,330,900**	**13,286,300**	**11,472,000**
General Fund	0	0	0	0	0
Federal Funds	11,891,200	6,813,100	8,330,900	13,278,600	9,200,000
Federal Funds - ARRA					2,272,000
Dedicated Credits Revenue				7,700	
Workforce Investment Act	**16,156,700**	**14,272,300**	**13,614,900**	**12,908,100**	**15,467,000**
General Fund		0	0		
Federal Funds	16,156,700	14,272,300	13,614,900	12,908,100	10,398,000
Federal Funds - ARRA					5,069,000
Unemployment Insurance	**137,540,200**	**131,566,700**	**178,737,900**	**526,099,100**	**298,494,000**
General Fund	0	0	0	0	0
Federal Funds	24,865,600	22,220,900	22,823,100	26,205,000	33,494,000
Federal Funds - ARRA					
Unemployment Compensation Trust	110,026,600	104,367,400	155,294,500	499,666,600	265,000,000
Dedicated Credit Revenue	133,400	0	32,700	400	
Trust and Agency Funds	2,514,600	7,506,200		6,000	0
Beginning Nonlapsing			2,527,800	1,940,200	
Closing Nonlapsing		(2,527,800)	(1,940,200)	(1,713,100)	
Lapsing				(6,000)	
Medical Programs	**643,781,000**	**642,152,600**	**1,683,795,700**	**1,790,320,200**	**1,982,228,800**
General Fund	5,516,900	5,519,800	22,408,600	26,663,600	18,197,700
General Fund One-Time		3,958,100	3,137,000	(4,500,000)	435,500
Federal Funds	2,864,800	0	2,813,900	975,500	5,874,600
Federal Funds - ARRA					
Transfers - DOH Medicaid	5,636,700	15,360,600	30,581,600	29,409,600	27,672,400
GFR - Special Admin Expense Fund				11,742,700	
Dedicated Credit Revenue			1,040,100	2,771,100	
Beginning Nonlapsing	3,714,000	1,926,700	77,300		
Closing Nonlapsing	(1,926,700)	(77,300)			
Other - Health Department Expenditures	627,975,300	615,464,700	1,623,737,200	1,723,257,700	1,930,048,600
All Other Programs***	**10,562,500**	**5,870,100**	**7,991,900**	**8,580,300**	**9,752,000**
General Fund			0	73,700	200,000
General Fund One-Time		100,000			
Federal Funds	8,220,300	4,016,300	5,852,500	7,872,800	7,420,300
Federal Funds - ARRA					
Dedicated Credit Revenue	2,342,200	1,753,800	2,139,400	759,000	2,131,700
Closing Nonlapsing				(125,200)	
Total	**1,160,889,000**	**1,130,856,700**	**2,223,419,200**	**2,755,256,500**	**2,760,834,200**

Appendix B (Page 2 of 2): Revised data provided by DWS in October 2009.

Programs	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Family Employment Program	**93,300,600**	**87,776,500**	**74,545,900**	**86,413,000**	**90,503,200**
Administration/Administrative Overhead *	6,838,900	8,365,100	6,112,800	5,271,200	5,520,700
Operations, Program and Case Management	41,862,100	47,740,900	38,340,600	44,695,000	46,379,300
Customer Financial Benefits	44,599,600	31,670,500	30,092,500	36,446,800	38,603,200
Child Care	**53,427,000**	**55,748,700**	**59,281,600**	**46,291,300**	**74,604,300**
Administration/Administrative Overhead *	924,300	981,200	895,200	564,800	910,200
Operations, Program and Case Management	11,523,600	8,509,500	11,981,800	3,462,800	15,658,500
Customer Financial Benefits	40,979,100	46,258,000	46,404,600	42,263,700	58,035,600
State Funded Programs/General Assistance	**9,886,600**	**10,355,100**	**9,096,800**	**9,858,200**	**6,096,800**
Administration/Administrative Overhead	273,900	882,300	590,400	484,000	299,400
Operations, Program and Case Management	1,836,200	3,936,100	3,302,000	3,170,100	1,311,800
Customer Financial Benefits	7,776,500	5,536,700	5,204,400	6,204,100	4,485,600
Food Stamps	**184,343,200**	**176,301,600**	**188,023,600**	**261,500,000**	**272,216,100**
Administration/Administrative Overhead *	5,401,300	5,888,500	5,227,100	4,916,200	5,117,700
Operations, Program and Case Management	36,822,100	35,669,000	39,470,800	38,514,100	43,503,300
Customer Financial Benefits	142,119,800	134,744,100	143,325,700	218,069,700	223,595,100
Employment and Training Programs**	**11,891,200**	**6,813,100**	**8,330,900**	**13,286,300**	**11,472,000**
Administration/Administrative Overhead *	1,663,600	859,100	889,700	1,072,200	925,800
Operations, Program and Case Management	8,811,200	4,587,200	5,974,500	8,168,800	6,424,200
Customer Financial Benefits	1,416,400	1,366,800	1,466,700	4,045,300	4,122,000
Workforce Investment Act	**16,156,700**	**14,272,300**	**13,614,900**	**12,908,100**	**15,467,000**
Administration/Administrative Overhead *	465,300	496,700	407,100	400,200	479,500
Operations, Program and Case Management	8,033,400	4,515,700	4,687,700	4,046,500	2,954,500
Customer Financial Benefits	7,658,000	9,259,900	8,520,100	8,461,400	12,033,000
Unemployment Insurance	**137,540,200**	**131,566,700**	**178,737,900**	**526,099,100**	**298,494,000**
Administration/Administrative Overhead *	2,833,300	2,841,800	2,502,300	2,577,900	1,462,600
Operations, Program and Case Management	24,680,300	24,362,800	20,908,500	23,854,600	32,031,400
Customer Financial Benefits	110,026,600	104,362,100	155,327,100	499,666,600	265,000,000
Medical Programs (including CHIP, PCN, UPP)	**643,781,000**	**642,152,600**	**1,683,795,700**	**1,790,320,200**	**1,982,228,800**
Administration/Administrative Overhead *	1,014,700	1,409,100	7,675,500	7,189,100	5,593,700
Operations, Program and Case Management	14,739,000	25,243,900	52,423,500	59,165,100	46,374,700
Customer Financial Benefits	52,000	34,900	(40,500)	708,300	211,800
Customer Benefits paid by Health Department	627,975,300	615,464,700	1,623,737,200	1,723,257,700	1,930,048,600
All Other Programs***	**10,562,500**	**5,870,100**	**7,991,900**	**8,580,300**	**9,752,000**
Administration/Administrative Overhead *	19,000	27,600	28,800	12,000	13,700
Operations, Program and Case Management	8,171,800	3,506,800	4,840,600	3,338,300	5,238,300
Customer Financial Benefits	2,371,700	2,335,700	3,122,500	5,230,000	4,500,000
Total	**1,160,889,000**	**1,130,856,700**	**2,223,419,200**	**2,755,256,500**	**2,760,834,200**

Categories of Expenditure	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Personal Services	114,051,800	106,447,900	129,357,000	137,687,600	139,544,300
In-State Travel	415,000	408,900	524,300	406,100	1,074,000
Out of State Travel	201,300	198,900	193,900	118,000	341,000
Current Expense	38,028,600	34,781,000	37,171,700	40,684,600	38,807,200
DP Current Expense	17,225,500	27,843,800	30,461,400	36,275,900	37,616,100
DP Capital Outlay	466,800	1,247,800	996,000	664,200	1,016,700
Capital Outlay	5,851,200	13,755,900	10,142,200	24,700	1,800,000
OtherCharges/PassThrough(including client paymnts)	356,673,500	330,707,800	390,835,500	816,137,700	610,586,300
Benefits paid by Health Department	627,975,300	615,464,700	1,623,737,200	1,723,257,700	1,930,048,600
Total	**1,160,889,000**	**1,130,856,700**	**2,223,419,200**	**2,755,256,500**	**2,760,834,200**

* Administration/Administrative Overhead includes eREP funding.
** Includes Wagner Peyser, Trade and Veterans Programs
*** Includes Refugee, Bureau of Labor Statistics Grants, Department of Labor Grants, Displaced Homemaker, and Various Contracted Services

Appendix C (Page 1 of 2): Difference between original DWS data and October 2009 DWS data.

Utah Department of Workforce Services
Schedule of Funding, Programs and Category of Expenditure
Comparison Between Previous Report and October 2009 Report

Sources of Finance - Totals	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
General Fund Ongoing	0	0	0	(4,155,900)	(4,293,200)
General Fund One-Time	0	0	0	2,005,600	3,200,000
GFR - Special Admin Expense Fund	0	0	0	2,800,000	3,000,000
Federal Funds	0	0	0	550,200	(15,486,600)
Federal Funds - ARRA	0	0	0	0	92,079,400
Dedicated Credits Revenue	0	0	0	1,495,800	0
Trust and Agency Funds	0	0	0	0	(6,000)
Child Care Trust Fund	0	0	0	0	0
Unemployment Compensation Trust	0	0	0	238,313,000	0
Food Stamp Trust	0	0	0	57,210,000	13,925,000
Transfers - DOH Medicaid	(15,000)	(15,000)	(15,000)	5,954,900	(3,200)
Transfers - Child Care Development	15,000	15,000	15,000	15,000	15,000
Beginning Nonlapsing	0	0	0	0	0
Closing Nonlapsing	0	0	0	(4,309,800)	0
Lapsing	0	0	0	(6,000)	0
Other - Health Department Expenditures	0	0	(17,062,800)	(15,990,300)	103,838,600
Total	**0**	**0**	**(17,062,800)**	**283,882,500**	**196,269,000**

Sources of Finance - By Program	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Family Employment Program	0	0	0	4,477,900	9,000,000
General Fund	0	0	0	(13,489,600)	(588,800)
General Fund One-Time	0	0	0	0	0
GFR - Special Admin Expense Fund	0	0	0	0	0
Federal Funds	0	0	0	20,439,000	588,800
Federal Funds - ARRA	0	0	0	0	9,000,000
Dedicated Credit Revenue	0	0	0	0	0
Beginning Nonlapsing	0	0	0	0	0
Closing Nonlapsing	0	0	0	(2,471,500)	0
Child Care	0	0	0	(9,858,400)	17,629,300
General Fund	0	0	0	(825,900)	(780,300)
General Fund One-Time	0	0	0	0	300,000
GFR - Special Admin Expense Fund	0	0	0	(301,700)	3,000,000
Federal Funds	0	0	0	(8,730,800)	(4,413,300)
Federal Funds - ARRA	0	0	0	0	19,522,900
Child Care Trust Fund	0	0	0	0	0
Transfers - Child Care Development	0	0	0	0	0
State Funded Programs/General Assistance	0	0	0	389,100	(1,000,000)
General Fund	0	0	0	(477,300)	(3,371,800)
General Fund One-Time	0	0	0	7,178,200	2,371,800
GFR - Special Admin Expense Fund	0	0	0	(6,311,800)	0
Beginning Nonlapsing	0	0	0	0	0
Closing Nonlapsing	0	0	0	0	0
Food Stamps	0	0	0	54,109,800	60,216,100
General Fund	0	0	0	1,860,500	65,000
General Fund One-Time	0	0	0	(672,600)	92,700
GFR - Special Admin Expense Fund	0	0	0	(2,329,200)	0
Federal Funds	0	0	0	(2,057,500)	(10,082,100)
Federal Funds - ARRA	0	0	0	0	56,215,500
Food Stamp Trust	0	0	0	57,210,000	13,925,000
Dedicated Credits Revenue	0	0	0	98,600	0
Beginning Nonlapsing	0	0	0	0	0
Closing Nonlapsing	0	0	0	0	0
Employment and Training Programs**	0	0	0	3,586,300	2,272,000
General Fund	0	0	0	0	0
Federal Funds	0	0	0	3,578,600	0
Federal Funds - ARRA	0	0	0	0	2,272,000
Dedicated Credits Revenue	0	0	0	7,700	0
Workforce Investment Act	0	0	0	634,800	3,467,000
General Fund	0	0	0	0	0
Federal Funds	0	0	0	634,800	(1,602,000)
Federal Funds - ARRA	0	0	0	0	5,069,000
Unemployment Insurance	0	0	0	231,245,500	(6,000)
General Fund	0	0	0	0	0
Federal Funds	0	0	0	(5,348,400)	0
Federal Funds - ARRA	0	0	0	0	0
Unemployment Compensation Trust	0	0	0	238,313,000	0
Dedicated Credit Revenue	0	0	0	0	0
Trust and Agency Funds	0	0	0	0	(6,000)
Beginning Nonlapsing	0	0	0	0	0
Closing Nonlapsing	0	0	0	(1,713,100)	0
Lapsing	0	0	0	(6,000)	0
Medical Programs	0	0	(16,022,700)	(1,577,800)	103,088,600
General Fund	0	0	0	8,902,700	382,700
General Fund One-Time	0	0	0	(4,500,000)	435,500
Federal Funds	0	0	0	(10,473,900)	(1,580,000)
Federal Funds - ARRA	0	0	0	0	0
Transfers - DOH Medicaid	0	0	0	5,969,900	11,800
GFR - Special Admin Expense Fund	0	0	0	11,742,700	0
Dedicated Credit Revenue	0	0	1,040,100	2,771,100	0
Beginning Nonlapsing	0	0	0	0	0
Closing Nonlapsing	0	0	0	0	0
Other - Health Department Expenditures	0	0	(17,062,800)	(15,990,300)	103,838,600
All Other Programs***	0	0	(1,040,100)	875,300	1,602,000
General Fund	0	0	0	(126,300)	0
General Fund One-Time	0	0	0	0	0
Federal Funds	0	0	0	2,508,400	1,602,000
Federal Funds - ARRA	0	0	0	0	0
Dedicated Credit Revenue	0	0	(1,040,100)	(1,381,600)	0
Closing Nonlapsing	0	0	0	(125,200)	0
Total	0	0	(17,062,800)	283,882,500	196,269,000

Appendix C (Page 2 of 2): Difference between original DWS data and October 2009 DWS data.

Programs	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Family Employment Program	0	0	0	4,477,900	9,000,000
Administration/Administrative Overhead *	(385,800)	1,618,000	(15,200)	(1,663,900)	(679,300)
Operations, Program and Case Management	385,800	(1,618,000)	15,200	5,695,000	7,679,300
Customer Financial Benefits	0	0	0	446,800	2,000,000
Child Care	0	0	0	(9,858,400)	17,629,300
Administration/Administrative Overhead *	(1,747,000)	(1,806,200)	(2,068,900)	(2,242,700)	(1,938,600)
Operations, Program and Case Management	1,747,000	1,806,200	2,068,900	(5,522,400)	6,207,300
Customer Financial Benefits	0	0	0	(2,093,300)	13,360,600
State Funded Programs/General Assistance	0	0	0	389,100	(1,000,000)
Administration/Administrative Overhead	(287,200)	(86,500)	(260,700)	(435,100)	(350,600)
Operations, Program and Case Management	287,200	86,500	260,700	(129,900)	(1,238,200)
Customer Financial Benefits	0	0	0	954,100	588,800
Food Stamps	0	0	0	54,109,800	60,216,100
Administration/Administrative Overhead *	(9,376,900)	(8,490,000)	(14,225,900)	(15,576,300)	(15,382,300)
Operations, Program and Case Management	9,376,900	8,490,000	14,225,900	12,095,400	17,003,300
Customer Financial Benefits	0	0	0	57,590,700	58,595,100
Employment and Training Programs**	0	0	0	3,586,300	2,272,000
Administration/Administrative Overhead *	1,663,600	192,100	230,400	372,200	225,800
Operations, Program and Case Management	(1,663,600)	(192,100)	(230,400)	1,668,800	(75,800)
Customer Financial Benefits	0	0	0	1,545,300	2,122,000
Workforce Investment Act	0	0	0	634,800	3,467,000
Administration/Administrative Overhead *	(782,100)	(700,600)	(670,300)	(473,100)	(520,500)
Operations, Program and Case Management	782,100	700,600	670,300	1,146,500	(610,500)
Customer Financial Benefits	0	0	0	(38,600)	4,598,000
Unemployment Insurance	0	0	0	231,245,500	(6,000)
Administration/Administrative Overhead *	(3,885,200)	(3,801,200)	(3,672,100)	(4,422,100)	(5,537,400)
Operations, Program and Case Management	3,885,200	3,801,200	3,672,100	(2,645,400)	5,531,400
Customer Financial Benefits	0	0	0	238,313,000	0
Medical Programs (including CHIP, PCN, UPP)	0	0	(16,022,700)	(1,577,800)	103,088,600
Administration/Administrative Overhead *	(3,169,500)	(13,363,900)	(6,184,600)	(5,810,900)	(6,406,300)
Operations, Program and Case Management	3,169,500	13,363,900	7,224,700	19,665,100	5,644,500
Customer Financial Benefits	0	0	0	558,300	11,800
Customer Benefits paid by Health Department	0	0	(17,062,800)	(15,990,300)	103,838,600
All Other Programs***	0	0	(1,040,100)	875,300	1,602,000
Administration/Administrative Overhead *	(800,200)	(427,700)	(637,600)	(588,000)	(636,300)
Operations, Program and Case Management	800,200	427,700	(402,500)	(1,561,700)	238,300
Customer Financial Benefits	0	0	0	3,025,000	2,000,000
Total	0	0	(17,062,800)	283,882,500	196,269,000

Categories of Expenditure	FY06 (Actual)	FY07 (Actual)	FY08 (Actual)	FY09 (Actual)	FY10 (Approp)
Personal Services	0	0	0	(156,700)	1,700,000
In-State Travel	0	0	0	(297,900)	370,000
Out of State Travel	0	0	0	(223,000)	0
Current Expense	0	0	0	1,052,700	(819,400)
DP Current Expense	0	0	0	(1,006,900)	(450,000)
DP Capital Outlay	0	0	0	664,200	1,016,700
Capital Outlay	0	0	0	(751,300)	1,800,000
OtherCharges/PassThrough(including client paymn	0	0	0	300,591,700	88,813,100
Benefits paid by Health Department	0	0	(17,062,800)	(15,990,300)	103,838,600
	0	0	0	0	0
Total	0	0	(17,062,800)	283,882,500	196,269,000

* Administration/Administrative Overhead includes eREP funding.
** Includes Wagner Peyser, Trade and Veterans Programs
*** Includes Refugee, Bureau of Labor Statistics Grants, Department of Labor Grants, Displaced Homemaker, and Various Contracted Services